



Opportunity & Challenge Profile

Search for the President University of Southern California Los Angeles, California

THE SEARCH

The University of Southern California, one of the world's leading private research universities and an institution revered for its entrepreneurial spirit, seeks its next President.

Founded by civic leaders at the dawn of the western region's prominence, USC has always been a pioneering institution with discovery and exploration at its heart. Its aspirations—and embrace—were as expansive as the region it grew to represent. It was poised to break boundaries and transcend geography, and since opening its doors in 1880, USC has been on an impressive trajectory. In a comprehensive new ranking, *The Wall Street Journal* and *Times Higher Education* both ranked USC 17th in the United States among nearly 1,000 public and private universities. USC has established itself as a leading institution in the academy, distinguished for its unique, nimble, and inventive culture.

Located in one of the capital cities of the 21st century, USC is the oldest private research university in the western United States. The University developed in stride with the dynamic city of Los Angeles, a global center for art, technology, culture, industry, and trade, and a vividly international city with one of the most diverse populations on the planet. Now the world's creative capital, Los Angeles has never lost its frontier edge and constantly reinvents its physical fabric, its economy, and its society. USC is both in and of its city. It was shaped by a succession of visionary women and men who invested their time, insight, and financial resources to build one of the world's great universities in the heart of a consequential global mega-region.

Over the span of its history, the University has achieved great advances in academic rigor and reputation, faculty prominence, the size and influence of its research portfolio, and the strength of its undergraduate and graduate education. USC brings together world class research and interdisciplinary educational offerings informed by a global perspective. It was a co-founding institution of the Association of Pacific Rim Universities, a consortium of the 50 leading research universities linking the Americas, Asia, and Australasia. It impressively combines an international commitment with the dynamism offered by the second largest metropolitan region in the United States, one with an economy that exceeds \$1 trillion.

USC's University Park Campus—adjacent to the vibrant cultural, economic, and civic center of Los Angeles in downtown Los Angeles—is home to the USC Dana and David Dornsife College of Letters, Arts and Sciences and many of the nation's leading professional schools.

The Health Sciences Campus, northeast of downtown Los Angeles, is home to a robust medical enterprise, Keck Medicine of USC, a consistently-ascending academic medical center that includes the Keck School of Medicine of USC, the USC School of Pharmacy, as well as two acute care hospitals – Keck Hospital of USC and USC Norris Cancer Hospital – and a community hospital, USC Verdugo Hills Hospital.

Keck Medicine of USC has been named one of the country's best cancer care providers and among the best in eight other specialties, according to *U.S. News & World Report*. The USC Norris Comprehensive Cancer Center outperformed nearly all U.S. hospitals in 30-day cancer mortality, with the second-lowest cancer mortality rate nationwide and the lowest in California. Keck Hospital of USC's nationally-ranked departments include Urology, Ophthalmology, Geriatrics, Orthopedics, Neurology and Neurosurgery, Gynecology, Nephrology, and Cardiology and Heart Surgery.

The Health Sciences Campus is directly adjacent to Los Angeles County hospital (LAC+USC), the largest public hospital in Los Angeles County, a teaching hospital that is staffed by USC faculty physicians and residents. Children's Hospital Los Angeles (located six miles north of the University Park Campus), is the sixth-ranked children's hospital in the nation and is wholly staffed by USC faculty physicians from the Keck School of Medicine. Keck Medicine of USC merged with Verdugo Hills Hospital in 2013, expanding USC's medical services in the Foothill communities of Los Angeles County. With the USC merger, the 158-bed USC Verdugo Hills Hospital facility received \$30 million in capital improvements and recently opened a Level II neonatal intensive care unit.

A global university, USC has nine international offices, with locations in Beijing, Shanghai, Hong Kong, London, Mexico City, Mumbai, São Paulo, Taipei, and Seoul, as well as innumerable global partnerships, including with the Hong Kong University of Science and Technology, Bocconi University, and the London School of Economics. In the United States, USC has programs and centers in San Francisco, Washington, D.C., New York, and local offices in Orange County and throughout Southern California.

At the heart of the University are its students. USC stands among the most selective private universities in the nation, receiving over 64,000 applications in FY 2018/19 for 3,401 places in its freshman class. Selectivity has dropped over the past two decades from 37 percent to 12.9 percent and average SATs are roughly 1475, in competition with some of the most prestigious institutions in the country, which are usually half the size or less of USC. The yield rate steadily rises every year, now hovering at 40 percent. Twenty-two percent of the student body is Pell eligible, far more than nearly any private selective university.

Offering a broad range of majors and more than 170 minors, USC enrolls over 47,500 students, 27,500 of whom are pursuing graduate degrees or online executive education. The campus prides itself on its student diversity, enrolling more underrepresented minority students than any other private institution in

the Association of American Universities (AAU) and the most underrepresented minority graduate students nationwide. For the last six years, no single racial grouping has been in the majority at USC. The University is need blind, meets full need, and provides \$549 million annually in total financial aid, including undergraduate scholarships, and more than \$46 million annually in Ph.D. fellowships.

The distinguished faculty of more than 7,400 innovative scholars, researchers, artists, practitioners, teachers, and mentors includes five Nobel laureates and dozens of recipients of prestigious national honors, including the MacArthur “Genius” Award, the Guggenheim Fellowship, the National Medal of the Arts, the National Humanities Medal, the National Medal of Science, the National Medal of Technology and Innovation, and the Pulitzer Prize, as well as multiple Academy Award, Emmy, Grammy, and Tony award winners. Additionally, there are more than 15,000 dedicated and committed USC staff who play an integral role in the operational enterprise. Careful comparative studies of academic distinction show a steady improvement in the quantity and quality of research and scholarship, with sponsored research now totaling \$764 million.

USC students and alumni are both enthusiastic and loyal. The Trojan Family has a powerful resonance and was essential to the Campaign for USC, launched in 2011. It reached its \$6 billion goal in March of 2017, nearly 18 months ahead of schedule. It now approaches \$7 billion, securing its place as the second most successful campaign in higher education history, rivaled only by Harvard University. More than 10,500 donors have supported endowed scholarships, underpinning the university’s commitment to attract top students and to meet the financial needs of undergraduates through scholarships and other types of financial aid.

Athletics are an important tradition at USC. If USC were its own nation entering its athletes in the Olympic Games, its 309 all-time Summer Olympics medals would place it 14th all time. USC athletics symbolize high performance in a competitive world while reinforcing the University’s optimistic spirit. The Trojan men have won 97 national championships (84 NCAA titles), more than any other university, and the Women of Troy have earned 32 national championships (22 NCAA titles), third in the nation.

USC is an agile, driven, inventive, and intellectually electric university. The next President will join at a transformational moment as the campus reflects on its history, draws pride from its long trajectory of success, and plans a new strategy for the future. The President must lead through values, reaffirming the University’s commitment to its core academic principles and code of ethics, while adding voices to its governance and exploring new, equitable ways of developing an authentic sense of community. The University will look to the President to develop a distinctive, compelling vision and narrative that will build on the unique assets of the University and its location – all with an eye toward expanded excellence and influence on the world stage.

The executive search firms of Isaacson, Miller and Heidrick & Struggles have been retained to assist the Search Committee. A list of the desired qualifications and characteristics of the President can be found at the conclusion of this document. All confidential applications, inquiries, and nominations should be directed to the parties listed at the conclusion of this document.

THE PRESIDENCY: OPPORTUNITIES AND CHALLENGES

The University of Southern California has enjoyed a generation of remarkable success. To fulfill the promise of its history and the aspirations of all of its constituents, the Board of Trustees and Search Committee of the University seek a President who will address the following opportunities and challenges:

Engage all the University's constituencies to collectively define a vision, unique to USC, that captures its history and affirms its commitment to excellence and quality

This is a dramatic moment in USC history. The University has succeeded in galvanizing its alumni, faculty, students, and staff to build one of the nation's great institutions. It moved fast, building the student experience and academic strength, one year after the next, and adding infrastructure and systems, both human and administrative, to catch up with the reality of success.

A new President will arrive at a transitional moment when the community insists on care, reflection, and the creation of an authentic, organically developed vision. This vision should be one that grows from all constituencies, that is personal and attentive, that puts academic excellence at its core, that draws from its remarkable history, and that accurately defines the future. USC seeks a President equal to its need and ambition.

Personally lead a profound campus engagement and a deliberate culture change

The Board of Trustees and the Search Committee have systematically engaged the USC campuses, holding public meetings and listening carefully to its constituencies in the context of this search. The USC stakeholders are all clear. They seek a President who can engage them transparently, meaningfully, and persistently. They seek a leader who will listen to the distinct voices heard on USC campuses, including faculty, students, and staff. They seek a strengthened system of shared governance, a much improved practice of internal communications and collaboration, and a climate in which all students, faculty, and staff feel welcome and safe. They seek a President who will embody personal engagement, transparency, and the best of Trojan values. They seek a President who will engage them in their future and serve as a standard bearer of moral and just leadership.

Lead and manage to create a culture and system of trust and transparency and build managerial systems that are equal to USC's ambitions

USC needs an infrastructure and a managerial culture equal to its academic and health care ambitions. The University needs its leadership team to make clear in words and deeds their commitment to ethics and their respect for the entire University community. The President will ensure that the University has the clear reporting channels and structures necessary to embody USC's values.

A new President must commit to work openly and transparently with the Board of Trustees, find efficient mechanisms to inform the Board, and maintain accountability at all times.

USC has grown rapidly, uses a highly decentralized budget model, and innovates constantly. That work must continue. USC is planning large investments in core management functions, information technology, human resources, cyber security, support for sponsored research, and capital projects that will meet urgent needs and seismic regulations. A new President will need to attend to management, and will need to lead a team that explicitly serves all campuses and that is widely perceived as attending to the needs of the University's many constituents.

In addition, members of the campus community have expressed a desire for increased commitment and investment in sustainable environmental practices in all aspects of the University's operations. These efforts are inevitably entwined with master planning, capital construction, and facilities management.

Reaffirm the University's commitment to diversity, equity, and inclusion

USC is one of the most diverse universities in the country. It values diversity, equity, and inclusivity. It teaches cultural sensitivity and intercultural competence in its classes, its living, and its learning. A new President should embrace this inclusive spirit further fostering a campus climate that welcomes and celebrates the unique individuality of all persons at USC together with a family-friendly environment true to the values of the Trojan Family.

Like many universities, USC needs to keep its focus on the recruitment of a diverse student body while strengthening the recruitment of a diverse faculty and staff. Given USC's profile, it is particularly important to welcome and support first-generation students into the Trojan Family. USC has created a social environment that mirrors the demographic changes in the country. Success with diversity, equity, and inclusion at USC has both immediate and national consequence. Los Angeles and USC represent the future, nationally and globally, and USC has a magnificent opportunity to lead.

Continue to prioritize community outreach and civic leadership

USC is in and of Los Angeles. It is the largest private employer in the City of Los Angeles and is a fundamental contributor to the economic, social, and cultural fabric of this mega-region. Its students provide community service in the surrounding neighborhoods and beyond. It lives in deeply diverse neighborhoods where employment and educational opportunities are a top priority. These are also places where new development makes long-time residents anxious about their future. The University runs excellent community programming encouraged by all members of the USC family. The President provides inclusive leadership locally and civic leadership throughout Southern California. USC seeks a President who will be an engaged leader and partner to its neighbors and on major issues of regional significance.

Promote an enduring commitment to improving the student experience, inside and outside of the classroom

USC has attracted an ever stronger and more diverse student body, with much greater academic preparation, and has also committed to need-blind and full-need admissions and to housing in residential colleges on campus. The investments have transformed the student body, the campus, and the student experience. Talented students arrive, filled with both ambition and some measure of anxiety. Many are Pell grant recipients or international students. They are often first generation college students and/or members of underserved populations that have not historically attended highly selective institutions. Some are severely constrained financially, experiencing housing and/or food insecurity, or simply feel lost in a new, large setting.

Virtually all USC students do prevail, which is a tribute to their resilience. There are improvements cited by many observers, but like most college campuses, there is a significant demand for mental health and wellness programs and initiatives to address the underlying causes. Student leaders, staff, and faculty believe that USC needs to make a more systematic effort to include all students in the Trojan Family and to respond quickly when students are in trouble. Students are eager to have opportunities to link their academic work to experiential learning, globally and domestically; to allow them to test their futures as they learn in the present; and to utilize more intense career services that prepare them for post-graduation.

Teaching has always been central to the USC experience. The student experience, at the undergraduate and graduate level, has always been at the heart of the University's strategy. This is an opportune time for a new administration to focus on student learning, particularly pedagogy innovations for widely disparate settings and for our 21st-century world. Faculty, students, and administrators are exploring the uses of technology, the value of experiential education, and the possibilities created by hybrid courses and flipped classrooms. Faculty and administrators have probed an expanded view of teaching and learning. In a culture of innovation, like USC's, the student academic experience must have the same level of invention that routinely accompanies groundbreaking research and scholarship. The University must renew its commitment to an even better and more comprehensive view of its students' personal and academic success.

Recruit and retain world-class faculty and staff and consistently improve the academic distinction of the University

The University seeks a President who will make academic excellence the hallmark of their tenure. In partnership with the provost, deans, and chairs, the President should lead the strategic recruitment and retention of an ever stronger faculty. The President should also encourage cross-school and interdisciplinary scholarship that can attract and retain the strongest personnel and have the largest impact.

Faculty at USC explicitly includes faculty at all levels — teaching-track, research-track, clinical-track, practitioner-track, and tenure-track. Staff are also essential to the University's success, and USC must attend to their recruitment and retention with the same fervor as faculty and students.

As USC faces the future, it will have to make critical academic and strategic choices. They should grow from the strategic successes of the past and embody USC's culture of creativity, engagement, impact, and entrepreneurship. Those enduring values will figure prominently in a next president's agenda. A new administration will almost certainly attend to graduate programs, helping to make them more attractive and working to improve placement. Outstanding postdoctoral researchers are crucial to the scholarly success of the faculty, and their career preparation and placement need to become more uniform across disciplines. Postdoctoral success is essential to the overall quality of the scholarly enterprise.

The next President will lead the University in its core academic mission. For USC to succeed, the President must embody its fundamental values and both authorize and inspire the full array of actors who are essential to academic success.

Work collaboratively to develop a health care strategy that adapts to the swiftly changing clinical world and enhances the academic strength of the health care enterprise

USC's health care system has tripled in size in the last six years and is poised for substantial growth through clinical recruitment, as well as affiliation and acquisition. Academic health centers are increasingly the reputational anchor for very large clinical systems that care for whole populations, take on calculated risk, and constantly improve the quality of care while simultaneously reducing cost and allocating care to the most appropriate settings.

USC is well launched in this regard. It has built capacity in its hospitals, in its practice plan, and in ambulatory care settings. It attracts physicians and deploys them in its own facilities and in affiliation with community health systems, building referral and allocating care appropriately. It is one of only two academic medical centers in Los Angeles and is leveraging its constantly improving reputation to attract partners and expand the system.

The University and all the health schools will be active participants in strategic planning. The health system constitutes 50 percent of USC's budget and continues to grow. Its success is vital both academically, as an essential setting for all the biological science and health related schools, and to the University's finances.

A new President will be expected to engage vigorously with the health system and to create the processes that guarantee a successful strategy for continued growth and excellence in the health care enterprise.

Lead development at USC

The University has benefited greatly from the generosity of its friends and alumni, including the second-largest fundraising campaign in higher education history. The Trojan Family responds to its *alma mater* when the University calls, and its loyalty has fueled USC's dramatic rise. USC will shortly finish a historic campaign. A new strategy for academic and student success will govern the path for

philanthropy. Both donors and the fundraising staff need to feel the active stewardship of a new President.

USC has a highly successful advancement program with a skilled, loyal, and effective staff. At this inflection point, as with so many things on the campuses, the President will need to reassure the key volunteers and professional staff, plan with them for the University's future, and make clear their own fundamental commitment to the work of philanthropy.

Expand USC's global reach and impact

USC achieves a portion of its identity from the power of Los Angeles and its position on the Pacific Rim. Its scholars engage with the issues that emerge from global trends. Its students pursue internationally focused curricula and study abroad. It recruits students and faculty from around the world, and its alumni live on every continent. The President leads USC's growing global commitment. There are offices and programs that deserve support, as well as opportunities for additional partnerships in research and study. USC has provided scholarly leadership to international consortiums, has solidified its identity as a global university, and has made its campus a dynamic hub for international collaboration. Those themes will resonate vividly in the future, and the University looks to its President for a comprehensive worldwide vision and related programmatic invention.

PROFESSIONAL AND PERSONAL QUALIFICATIONS

USC requires a President with vision, breadth, and drive; a career of active engagement with the academy; demonstrated executive management ability; and interpersonal skills to lead and inspire highly varied constituents working across a large, complex, decentralized enterprise. The President should be a visible, accessible, and transparent leader with an understanding and appreciation for shared governance, and will also possess many if not all of the following qualifications and characteristics:

- A track record of leadership that aligns with USC's mission: the development of human beings and society as a whole through the cultivation and enrichment of the human mind and spirit.
- An ethical, accessible, and consultative leader with absolute integrity.
- A history of working collaboratively, productively, and transparently with boards and trustees.
- A demonstrated record of academic achievement with a deep knowledge of the culture of academia together with an entrepreneurial spirit and drive.
- A strong record of student-centered leadership with a particular appreciation for and understanding of a large, diverse student population. Evidence of ability to garner resources for initiatives that enhance student access and success.
- Significant experience successfully navigating and managing a large, complex organization with a breadth of unique challenges and opportunities.
- Significant experience with an institution that has life sciences, medical schools, and hospitals or work that is directly analogous.

- A demonstrated record of astute judgment in hiring upper management and staff, as well as excellent operational, budgetary, listening, and leadership skills with staff at all levels of a university.
- A successful record of highly effective hiring of exceptional and diverse faculty along with appropriate mentorship and support.
- Evidence of respect for and engagement in the principles of shared governance.
- Demonstrated financial acumen, including understanding the consequences of financial and budgetary decisions, and a record of success in creating financially sustainable budget models for large, complex institutions.
- Track record of dynamic civic and community engagement along with a demonstrated commitment to advancing diversity and inclusion for students, faculty, and staff.
- The ability to fundraise and cultivate relationships on behalf of the institution.
- Authentic, inspired communicator with a high level of speaking and listening skills who can connect with a wide range of internal and external stakeholders.
- A high degree of cultural competency and emotional intelligence.
- A record of creating environments that support and reward initiatives that foster new modes of investigation, pedagogy, and new areas of scholarship and research.
- A high energy level, resiliency, and a sense of humor.

TO APPLY

Reviews of candidate materials will begin immediately and the position will remain open until filled. For best consideration, please apply by November 30, 2018. The University of Southern California has retained Isaacson, Miller and Heidrick & Struggles to assist with this search. Confidential inquiries, nominations, referrals, and résumés with cover letters should be sent in confidence to: uscpräsident@imsearch.com.

The University of Southern California is an equal opportunity, affirmative action educator and employer, proudly pluralistic and firmly committed to providing education and employment opportunities to outstanding, qualified individuals with diverse backgrounds and experience. The University strives to maintain a welcoming community in which all its members may live, work and learn in peace and dignity, be proud of who they are, and have equal opportunity to realize their full potential as individuals and members of society. To this end, the University places great emphasis on those values and virtues that bind us together as human beings and members of the Trojan Family. The University enthusiastically supports the principles of affirmative action and equal opportunity in their entirety, and expects that every person associated with the University will give continuing support to their implementation.

APPENDIX I: HISTORY, ORGANIZATION, AND THE ESSENTIAL ELEMENTS OF THE UNIVERSITY

UNIVERSITY OF SOUTHERN CALIFORNIA

History and Trajectory

In the 1870s, Judge Robert Maclay Widney, a respected judge, entrepreneur, and civic leader, first dreamed of establishing a university in the region. He knew the unlimited potential of Los Angeles could not be fulfilled until it had a great university to provide the intellectual capital and leadership on which a true world-class city depends.

Some 1,000 people – nearly 10 percent of the population of Los Angeles – turned out on September 4, 1880, to witness the laying of the cornerstone of USC’s first building. (Today, it stands at the campus entrance as the Widney Alumni House.) Just one month later, the University of Southern California opened its doors to 53 students and ten faculty. Two of those students were from Japan, in an early display of USC’s global character. From its earliest days, the University was deeply committed to diversity; along with female faculty members, USC’s first valedictorian was a woman.

During this era, the forerunners to today’s schools of business, dentistry, education, engineering, journalism, law, and pharmacy were all added to the University. USC’s focus on professional education was critical to the region’s quality of life and economic growth, producing a steady stream of leaders and professionals to serve the emerging city and its rapidly expanding population.

The deep loyalty of USC’s alumni and its strong athletic tradition also date back to the University’s earliest days. In 1885, the first University of Southern California Alumni Association was established, and in 1888, the University played – and won – its first football game. Twenty years later, a *Los Angeles Times* sportswriter dubbed the University’s spirited athletic teams the “Trojans,” the title they carry to this day.

During World War II, USC became a site for military training programs. After the war, enrollment swelled with veterans pursuing degrees under the G.I. Bill. Before Pearl Harbor, USC had 6,000 full-time students. Just five months after the war, the student body numbered 11,800. By 1947-1948, the total number of USC students reached 24,000 – mostly former servicemen.

USC’s growth continued at an impressive rate as the University entered the second half of the twentieth century. The Health Sciences Campus was added in the early 1950s. In 1961, the University announced a master plan that would double USC’s endowment by the end of the decade, add 30 new buildings to the two campuses, and help the school gain election to the Association of American Universities. USC was admitted to the AAU in 1969.

Thirty years ago, USC was still largely a community school, with very modest selectivity and a heavy emphasis on professional programs. Beginning in the 1990s, the University began to take advantage of

its position as one of two comprehensive universities in Los Angeles. The University's new ambitions were cemented in the 1994 strategic plan, which sought to "... enable USC to move over the next decade to a position of academic leadership among America's foremost private research universities."

Since that time, USC has undergone an institutional ascent that is unparalleled in American higher education. Over the past 25 years, the University has solidified its status as one of the country's leading research universities, climbing from 44th to 22nd in the annual *U.S. News & World Report* rankings – an increase that is unprecedented for its rapidity and magnitude.

Students and Student Life

In recent decades, the University has dedicated considerable energy and resources to strengthening undergraduate education. USC now stands among the most selective private universities in the nation, with 2018-19 the most selective year on record. Average standardized test scores for incoming freshman students are in the 94th percentile, and the average unweighted GPA is now 3.76. USC currently has 20,000 undergraduate students and 27,500 graduate and professional students.

The University's geographic reach has also changed significantly. In 1990, 73 percent of the incoming freshmen were drawn from California. In contrast, the incoming class in 2018 drew 41 percent of its students from California and 17 percent from the East Coast. Currently, 24 percent of all enrolled students come from outside the United States, a total of 11,308 students.

USC has a historic commitment to diversity. In fall 2018, the demographics of the student body were 16.6 percent Asian, 5.6 percent black or African-American, 14.8 percent Hispanic or Latinx, 30.7 percent white, 23.9 percent international, and 8.1 percent other. Additionally, 17 percent of students are the first in their family to attend college.

To help ensure the diversity of its student body, USC provides generous merit scholarships, with 21 percent of the student body in 2017 having received merit scholarships. In addition, the University met 100 percent of the financial need for those undergraduates who satisfy eligibility requirements. Nearly two thirds of USC students receive some kind of financial assistance for an overall discount rate of 30 percent.

USC's success in attracting the highest-caliber undergraduate students is closely linked to its efforts to strengthen academics and provide a more traditional residential college experience. "Breadth with depth" has become a hallmark of undergraduate education at USC, which now offers more than 350 majors and minors. Programs to increase participation in research, to encourage exploration of divergent fields of study, and to expand opportunities for living or study abroad have been launched and strengthened in recent years alongside new programs that reward excellence in these endeavors. At the same time, increased focus on student advising and undergraduate retention has increased USC's six-year graduation rate from 58 percent in 1991 to 92 percent in 2018.

USC has transformed itself into a committed residential university. All freshmen are assigned to one of 14 residential colleges, led by faculty masters. These colleges provide students with a rich social setting and cultural programming, creating a residential atmosphere that enriches and teaches.

In 2017, the University increased the number of students residing in USC-owned housing by nearly 40 percent with the completion of the expansive USC Village project. Combining academic, student housing, recreation, and retail space, this 1.25 million-square-foot, \$700 million development has further transformed the undergraduate residential college experience by providing a fully integrated living and learning community.

USC also has an abiding place in sports history. The University is home to 20 intercollegiate teams, many of which are highly ranked. Trojan teams have won more national championships (129) than all but two universities. USC student-athletes have received 53 NCAA Postgraduate Scholarships, in the top 10 among all schools. In addition, USC has had 36 first team Academic All-Americans and four athletes who were Rhodes Scholars. More than 450 Trojan athletes have competed in the Olympic Games, and have taken home 144 gold medals, 93 silver and 72 bronze. In six different Olympics, USC's medal count at the summer Olympics would have positioned it among the top 10 competing nations. In 2028, Los Angeles will host the Summer Olympic Games, and some USC stadiums, including the Galen Center and Dedeaux Field, will be transformed into temporary Olympic facilities.

Academic Distinction

The USC faculty includes more than 1,500 tenured and tenure-track faculty among another 5,900 scholars, researchers, teachers, clinical educators, and mentors. USC has more than \$764 million in annual research expenditures and is ranked second in the nation among all universities in the size of its federally funded computer science research program. It has the largest graduate program in science, engineering, and health of all research universities. USC has 12,000 students pursuing degrees in the health professions (including clinical, science, biomedical, public health, and policy) and has developed programs to integrate clinical care with research and education across the entire University. USC has also been a leader in the Association of Academic Health Centers' Aligned Institutional Mission Program.

USC rapidly expanded its research activity through a strategy that emphasizes collaboration across multiple disciplines, choosing large themes of societal or academic importance. The University has the financial capacity to make critical strategic investments routinely. Both the central university and the deans carefully build the academic capacity of their faculties.

USC has also established the USC Stevens Center for Innovation to support its students and faculty in the translation of inventions and discoveries into practice. The institution is not only at the forefront of creative research, but also making a meaningful difference in the health and welfare of society. Through this strategy and others, USC has become one of the most influential and productive research universities in the world.

For more information on USC's schools and colleges, see Appendix II.

Keck Medicine of USC

Keck Medicine of USC is the University of Southern California's medical enterprise and one of only two university-based medical systems in the Los Angeles area.

Keck Medicine operates the Keck Medical Center of USC, which includes two acute care hospitals: Keck Hospital of USC and USC Norris Comprehensive Cancer Hospital. The system has grown from \$550 million in revenue seven years ago to \$1.8 billion today. This is the product of strong clinical and academic recruitment, improved referral patterns, fueling organic growth, and alliances and acquisitions. This includes the ownership of the community hospital USC Verdugo Hills Hospital, and more than 40 outpatient facilities, some at affiliated hospitals, in Los Angeles, Orange, Kern, Tulare, and Ventura counties. In addition, Keck Medicine operates USC Care Medical Group, a medical faculty practice which has been greatly strengthened in recent years and is essential to clinical recruitment and clinical strategy.

In 2018, *U.S. News & World Report* ranked Keck Medical Center of USC among the top three hospitals in Los Angeles and top seven in California. The medical center also ranked in the top 10 in urology; top 20 in ophthalmology, geriatrics and cancer care; top 25 in orthopedics; and top 50 in neurology and neurosurgery, gynecology, nephrology, and cardiology and heart surgery.

Affiliations

Since 1932, Children's Hospital Los Angeles and the faculty of Keck School of Medicine of USC have worked together to create an excellent pediatric care center. All 530 CHLA faculty hold faculty appointments at the Keck School of Medicine of USC. Training programs include 364 medical students, 277 student shadowers, 93 full-time residents, three chief residents, and 133 fellows.

The LAC+USC Medical Center opened in 1878 when the County of Los Angeles opened a 100-bed hospital to care for Los Angeles' indigent population. In 1885, the County affiliated with USC Medical School for the provision of care. The hospital is the main training site for more than 700 Keck medical students, as well as nearly 1,000 physician interns, residents, and fellows completing their graduate medical education (GME) in nearly every medical specialty and subspecialty. The GME program is administered through faculty and staff at Keck School of Medicine.

The partnership between LA County and USC is governed by a master legal agreement, which has gone by several different names over the years. The most recent name is the Medical School Affiliation Agreement (MSAA). The MSAA contract revenue represents approximately 15 percent of the overall Keck School operating budget – MSAA funds 32.9 percent of all HSC clinical salaries, not including incentives and bonuses. Nearly 61 percent of HSC clinical faculty receive part or all of their compensation from MSAA funds, and 93.1 percent of all residency positions are funded by LAC+USC.

Discussion to renegotiate the MSAA contract began in April 2016. A new contract has not been signed as of October 2018.

International Reach

Recognizing that great universities have international visibility and reach, USC has also built on its history of attracting international students by engaging with the global community and particular focus on the Pacific Rim. Today, USC enrolls the largest number of international students of any U.S. university (approximately 11,300 students) and has a worldwide alumni network.

USC also offers programs of research, study, and service that span countries and continents. For example, in 2013, USC announced the World Bachelor in Business, a first-of-its-kind program with the Hong Kong University of Science and Technology and Bocconi University in Milan, Italy, where students graduate with bachelor's degrees from all three universities at the end of four years. For over 15 years, USC Annenberg has partnered with the London School of Economics to provide a unique dual degree master's program in Global Media and Communications.

The University operates international offices in Beijing, Hong Kong, London, Mexico City, Mumbai, São Paulo, Seoul, Shanghai, and Taipei, in addition to offices in Sacramento, San Francisco, New York, and Washington, D.C. These offices have become central to the USC identity, helping to recruit top students to the University, linking USC faculty to University partners abroad, and hosting active alumni groups who network for themselves and the University, and who are active contributors to the Trojan community.

USC's global presence is strengthened by its location in Los Angeles, an international center for the arts, technology, and business major gateway to the Pacific Rim. The University was a co-founding institution of the Association of Pacific Rim Universities, a consortium of the 50 leading research universities around the Pacific Rim.

Los Angeles

Throughout its history, USC has been deeply committed to Los Angeles and has turned, with increasing vigor, toward the neighborhoods surrounding its campuses over the last two decades. The University funds more than 400 University-community partnership programs through its schools and colleges, as well as the Good Neighbors Campaign, which seeks to raise more than \$1.5 million annually in donations from faculty, staff, and students. USC also maintains a vibrant culture of service learning. Its Joint Educational Project (JEP) is one of the oldest and largest service-learning programs in the United States. Through the USC Family of Schools, the University provides educational, cultural, and developmental opportunities to more than 17,000 children in 15 K-12 schools surrounding the two campuses. The USC Neighborhood Academic Initiative also prepares local children for college and provides full scholarships for those who are admitted to USC.

USC contributes significantly to the region as one of its largest economic engines. The University is the largest private employer in the city of Los Angeles, providing more than 27,000 jobs and creating non-university job opportunities for thousands of additional residents each year. USC generates \$8 billion annually in economic activity in the Los Angeles region and beyond. In addition, because of USC's long tradition of excellent professional education, USC alumni represent a large percentage of the business leaders and practicing professionals in the region. To learn more about Los Angeles, please see www.discoverlosangeles.com.

The Trojan Family

In its best ideals, USC includes all its members in the bonds of the Trojan Family whether a student, faculty member, staff, or neighbor. The entire USC community comprises an extended family that values the rigorous search for truth, the high performance of academics and athletics, a formidable commitment to diversity and inclusion, a dedication to improving the human condition, and support for each other. Now over 400,000 strong, the Trojan Family spans the United States and the globe.

The Trojan Family is sustained by the USC Alumni Association, whose mission is to support the overall advancement of the University of Southern California by engaging all alumni for life, building a culture of philanthropy among the Trojan Family, and being the representative voice for all USC alumni. The USC Alumni Association supports more than 100 affiliated alumni organizations, including regional, alumnae (women's), generational, affinity and school-based groups, and industry networks. These groups collectively distribute nearly \$4 million dollars annually in scholarships for USC students. In addition, the Association hosts hundreds of events and programs around the world, and provides benefits and services to all USC alumni. The USC Alumni Association has a full-time staff, headed by the associate senior vice president for alumni relations, and is advised by the USC Alumni Association Board of Governors.

Philanthropy

Much of USC's growth has hinged on the success of the highly organized advancement operation, which made history in 2011 with the Campaign for USC, a nearly \$7 billion campaign that is now the second-largest fundraising campaign in higher education history, exceeded only by Harvard University.

USC's development has been guided by a series of successful visionary plans that have set the course for the University's future. As it turns to the future, this is a moment for reflection, renewal, and another ambitious strategic plan, which will inevitably influence the course of USC's philanthropy.

Organization and Finance

The University of Southern California's Board of Trustees is the University's chief governing body. It has 57 voting members and is guided by an executive committee. On May 31, 2018, Rick J. Caruso, founder and CEO of Caruso, became chair of the Board.

USC operates under a financial system of Responsibility Center Management and has a strong diversified portfolio of revenue and very considerable responsibility at the level of schools and deans. In the 2017-2018 fiscal year, the University budget was \$4.9 billion. Financial aid expenditures totaled \$549 million. As of June 30, 2018, the endowment stood at \$5.5 billion, with significant growth resulting from the Campaign for USC. 2017 was the University's strongest financial year, with an \$898 million increase in net assets, generating a positive cash flow of \$427 million. The University preserves substantial annual cash flows at the central level for investment in collaboration with each school, frequently for interdisciplinary and cross-school initiatives.

The 2018 Strategic Plan

In February 2018, The Board of Trustees adopted the *2018 USC Strategic Plan – Answering the Call*. The plan is structured along four pillars: values, people, impact, and transformation, and is a call to action that secures USC's place as a great 21st century research university. To read the plan in full, please visit: <https://strategic.usc.edu/>.

APPENDIX II: SCHOOLS AND COLLEGES

USC Dornsife College of Letters, Arts and Science

<http://dornsife.usc.edu>

USC Dornsife functions as the academic core of the University, advancing USC's mission to promote world-class research, train the next generation of scholars, and provide undergraduates with an education that is innovative, engaging, student-centered, and experiential.

More than half of USC freshmen students enroll in classes in Dornsife, which offers students an array of 125 degree options (majors and minors) and over 35 doctoral degree programs. In addition to approximately 6,200 undergraduate students, the College enrolls nearly 1,700 students in masters and doctoral programs. Building on the great strength of its traditional disciplines, the College's departments and programs provide exciting opportunities for faculty and students at the cutting edge of interdisciplinary inquiry. Dornsife is committed to globalization and offers opportunities to develop and refine global awareness among its students through nearly 60 majors and nearly 70 minors, study abroad opportunities in 94 programs in 43 countries, and internationally-themed curricula.

The nearly 1,000 exceptional tenure- and non-tenure track faculty across 35 academic departments and programs comprise an internationally distinguished and diverse group of scholar-teachers, many of whom publish cutting-edge research and are pioneering emerging fields of inquiry. USC Dornsife's numerous decorated scholars include four Nobel Prize recipients, 50 American Association for the Advancement of Science members, 20 American Academy of Arts and Sciences fellows, 11 National Academy of Sciences members, and five National Academy of Engineering members. A 25 percent expansion of faculty in recent years has helped catalyze the growth of USC Dornsife's research enterprise, which totaled \$292.2 million in FY14. Today, Dornsife boasts 47 pioneering research institutes and centers.

USC Leventhal School of Accounting

<http://www.marshall.usc.edu/departments/leventhal-school-accounting>

Focused on critical thinking, communication skills, ethics, and professional knowledge, the USC Leventhal School of Accounting — an integral partner of the USC Marshall School of Business — is dedicated to maintaining a leadership position in accounting education and research. Ranked 7th in the nation, the Leventhal School understands the value of an international, forward-thinking perspective, in addition to a challenging curriculum that delivers the conceptual and technical skills that drives the profession.

USC School of Architecture

<http://arch.usc.edu>

One of most prestigious architecture schools in the country, the USC School of Architecture's graduate program was recently ranked 9th in the nation by DesignIntelligence. Notable alumni include Frank

Gehry, Thom Mayne, and Paul Williams. The school's degree-curriculum — whether in architecture, landscape architecture, building science, or heritage conservation — has always been intensive, in-depth, and topical with each program fusing history, theory, technology, and design into a variety of degree programs that prepare its students for the rigors of professional design practices.

USC Roski School of Art and Design

<http://roski.usc.edu>

First organized in 1883, the USC Roski School of Art and Design is the oldest art school in Southern California. A supportive environment for experimentation in visual art of all media, the school encourages interdisciplinary, progressive approaches to studio art, design, curatorial practice, and critical studies. With equal emphasis on making and thinking, the USC Roski School prepares artists, designers, curators, and writers to contribute in new and meaningful ways both to their fields and to society at large. The school grants Bachelor of Arts and Bachelor of Fine Arts degrees at the undergraduate level, and Master of Arts, Master of Fine Arts, and Master of Public Art Studies degrees at the graduate level.

USC Iovine Young Academy for Arts, Technology and the Business of Innovation

<http://iovine-young.usc.edu>

Conceived as a collaborative environment that brings multidisciplinary students, instructors, and professional mentors together, the USC Jimmy Iovine and Andre Young Academy for Arts, Technology and the Business of Innovation is a transformational presence on one of the nation's most dynamic university campuses. The focus is on invention and conceptual thinking, drawing on the talents and influences of leaders from across industries to empower the next generation of disruptive inventors and professional thought leaders across a multitude of global industries.

USC Marshall School of Business

<http://www.marshall.usc.edu>

The USC Marshall School of Business, ranked among the top 20 business schools in the nation, occupies a prominent position at the forefront of innovation in business education, leading with a curriculum that recognizes the interdependence between academic instruction and hands-on experience. The school's entrepreneurship and online MBA programs are both in the top ten nationwide. At Marshall, students live their learning, incorporating lessons from the classroom and the real world to acquire usable knowledge that will serve them throughout distinguished professional careers. The school was founded in 1920 as the USC College of Commerce and Business Administration. Today, USC Marshall asks students to embody the ideals of the Trojan Family – to be *faithful, scholarly, skillful, courageous and ambitious*, attributes at the very core of the legendary USC alumni network.

USC School of Cinematic Arts

<http://cinema.usc.edu>

Consistently ranked the top cinema school in the world, USC Cinematic Arts crosses the spectrum of media creation from film and television to games and interactive experiences, giving students the skills and vision to become tomorrow's creative leaders. Throughout the 20th century and now in the 21st, the USC School of Cinematic Arts has nurtured and inspired the writers, directors, scholars, entrepreneurs, producers, animators, interactive designers, and others who have developed an unparalleled mastery in cinema, television, and new media. The school also features the pioneering USC Interactive Media & Games Division which is ranked first in the nation by *Princeton Review*.

USC Annenberg School for Communication and Journalism

<http://annenberg.usc.edu>

The USC Annenberg School for Communication and Journalism has been named one of the top five schools in the world for communication, journalism, public diplomacy, and public relations and their impact on politics, culture, technology, and society. With an enrollment of more than 2,200 students, USC Annenberg offers doctoral, graduate, and undergraduate degree programs across a broad scope of academic inquiry, as well as continuing development programs for professionals. The School's comprehensive curriculum emphasizes the core skills of leadership, innovation, service, and entrepreneurship and draws upon the resources of a networked university located in the media capital of the world.

USC Glorya Kaufman School of Dance

<http://kaufman.usc.edu>

The USC Glorya Kaufman School of Dance is the newest school to debut at the University of Southern California. In the fall of 2015, the Kaufman School began offering a Bachelor of Fine Arts degree to students who wish to pursue dance as their major. This four-year degree program is housed in the Glorya Kaufman International Dance Center. The hallmark of USC Kaufman is the development of a new movement model for dance, intersecting dance techniques and creating a hybrid form that will be expressed in new media, scholarship, studio practice, and choreography for the 21st century.

Herman Ostrow School of Dentistry of USC

<http://dentistry.usc.edu>

The Herman Ostrow School of Dentistry of USC is renowned for its clinical education, learner-centered educational pedagogy, scientific research programs, and community health outreach. In 2005, the School aligned with the USC Division of Biokinesiology and Physical Therapy (founded in 1945) and the USC Mrs. T. H. Chan Division of Occupational Science and Occupational Therapy (founded in 1942).

USC School of Dramatic Arts

<http://dramaticarts.usc.edu>

The top-ranked USC School of Dramatic Arts is a leader in dramatic arts education. The school uniquely blends artistic training in a conservatory environment with outstanding faculty and the full academic experience found only within a major research university. This close-knit, supportive environment offers students the freedom to explore their artistic passions. Through programs of the highest caliber, as well as initiatives that provide access to professional experience, students are prepared for leadership in every facet of dramatic arts.

USC Rossier School of Education

<http://rossier.usc.edu>

The USC Rossier School of Education is one of the world's premier graduate centers for the study of urban education, preparing teachers and educational leaders who are committed to strengthening urban education locally, nationally, and globally. *U.S. News and World Report*, ranked USC Rossier as the 10th best graduate school of education in the country, as well as 7th in higher education administration. USC Rossier is leading the search for innovative solutions to challenges in urban education, and creating mutually beneficial partnerships to rethink curriculum, develop sound policy, and improve educational environments.

USC Viterbi School of Engineering

<http://viterbi.usc.edu>

Consistently ranked among the top 10 engineering schools in the United States, the USC Viterbi School of Engineering is achieving new heights through research and educational leadership in crucial realms of technology and innovation: the information sciences, biomedical engineering, and homeland security. The school receives more than \$200 million in annual research support and is home to more than 35 research centers and institutes, the first university-based center of excellence funded by the U.S. Department of Homeland Security, and the USC Information Sciences Institute. Faculty at the school also conduct major research activities in energy, megacities, robotics, and game development.

USC Leonard Davis School of Gerontology

<http://gero.usc.edu>

The USC Leonard Davis School of Gerontology and its research and services component, the USC Ethel Percy Andrus Gerontology Center, are improving the quality of life for older persons through research and education. As the oldest and largest school of gerontology in the world, the USC Davis School has a long tradition of forging new pathways in the field of aging. A multidisciplinary institution since its inception in 1975, the school was built on the bedrock of excellence in aging research.

USC Gould School of Law

<http://gould.usc.edu>

Consistently recognized as one of the nation's top 20 law schools, the USC Gould School of Law has established a century-long tradition of excellence sustained by rigorous academic programs and research initiatives. Its unique multi-disciplinary character is shaped by the scholarly activities of faculty members, many of whom hold doctoral and master's degrees in fields ranging from psychology to economics. USC Gould pioneered the concepts of interdisciplinary and clinical legal education. The first modern legal aid program grew out of a USC Gould clinic established in 1929, and, in 1965, the school became one of the first to bring an interdisciplinary focus to the study of law.

Keck School of Medicine of USC

<http://keck.usc.edu>

The Keck School of Medicine trains tomorrow's leaders in patient care and biomedical research and provides advanced health care to the people of Southern California. Increasingly, the Keck School is expanding its biomedical research enterprise and, in so doing, raising its profile as a premier medical school. USC faculty physicians serve more than one million patients a year at such facilities as the cutting-edge Keck Hospital of USC and the Los Angeles County+USC Medical Center, one of the largest teaching hospitals in the United States. The Keck School faculty generates more than \$230 million in annual sponsored research.

USC Thornton School of Music

<http://music.usc.edu>

Founded in 1884, the USC Flora L. Thornton School of Music is regarded as one of the premier music schools in the world, offering a unique combination of innovative programs such as popular music performance, recording science, and scoring for motion pictures and television, along with more traditional programs in classical music, opera, jazz studies, composition, and research. Blending the rigors of a traditional conservatory-style education with the benefits of studying at a leading research university, USC Thornton offers students an unparalleled music education in a real-world context. The school's illustrious alumni and faculty have been awarded countless Grammys and Academy Awards; attain positions with major orchestras, ensembles, recording studios, and music industry firms; and perform on stage and in studios around the world.

USC Chan Division of Occupational Science and Occupational Therapy

<http://chan.usc.edu>

Since its founding in 1942, the USC Mrs. T.H. Chan Division of Occupational Science and Occupational Therapy has consistently been among the top three most respected occupational therapy programs in the United States. The division is a center of excellence for clinical education, research, and practice in occupational therapy. Internationally renowned for having established the first graduate program in occupational therapy and the first Ph.D. program in occupational science, the division now

offers multiple degree programs and boasts one of the largest NIH research portfolios of all occupational therapy educational programs nationwide.

USC School of Pharmacy

<http://pharmacyschool.usc.edu>

Established in 1905, the School of Pharmacy is nationally ranked in the top 10 for its outstanding curriculum and excellence in research focusing on innovative practice models, drug discovery and delivery, neuroscience, and pharmaceutical and health economics. In addition to a progressive Pharm.D. curriculum, the School offers a number of unique dual- and joint-degree programs, including the Pharm.D./M.B.A., the Pharm.D./J.D., the Pharm.D./M.S. in regulatory science, and a translational doctoral program in clinical and experimental therapeutics. The school's regulatory science program also offers a master of science degree and the country's only professional doctorate in regulatory science (D.R.Sc.). Master's and doctoral programs are available in pharmacology, pharmaceutical sciences, and pharmaceutical economics and policy.

USC Division of Biokinesiology and Physical Therapy

<http://pt.usc.edu>

Since the founding of the USC Division of Biokinesiology and Physical Therapy in 1945, USC has been a pioneer of the physical therapy profession and a leader in physical therapy research and education. Currently ranked as the top program of its kind in the country by *U.S. News & World Report*, the division is a recognized center of excellence for physical therapy research, education, and clinical practice. With physical therapy becoming one of the fastest-growing medical professions, the division offers a variety of degree programs that expose students to cutting-edge research and scientific advancements, in turn creating innovators in the profession.

USC Bovard College

<http://bovardcollege.usc.edu>

USC Bovard College graduate programs are designed to provide professionals with specialized knowledge and skills to advance their careers in a student-centered and supportive learning environment. Founded in 2015, the USC Bovard College currently offers graduate programs in human resource management and project management. These innovative online programs, designed by some of the most influential minds in the profession, emphasizes the strategic role of human resources and project management in the performance of organizations. In addition to providing rigorous graduate programs for professionals in flexible, convenient formats, the college supports individuals during key academic and career transitions through programs such as USC Bovard Scholars.

USC Price School of Public Policy

<http://priceschool.usc.edu>

Ranked second in the nation according to *U.S. News and World Report*, the USC Sol Price School of Public Policy engages in solving some of the most critical issues facing the world today. The School's nationally ranked programs include in Urban Policy (#1), Health Policy and Management (#3), Homeland/National Security and Emergency Management (#3), Public Management and Leadership (#4), Local Government Management (#4), and Public Policy Analysis (#6). Through an interdisciplinary and cross-sectoral approach to public problem solving, Price School faculty, students and alumni boldly work to improve the quality of life for people and their communities, both in the United States and abroad.

USC Suzanne Dworak-Peck School of Social Work

<http://dworakpeck.usc.edu>

The USC Suzanne Dworak-Peck School of Social Work ranks among the nation's top social work graduate programs and is a recognized leader in academic innovation, experiential learning, online education, and translational interdisciplinary research. The school prepares students for leadership roles with real-world experience in the public and private sectors to serve individuals, families, and communities. USC Dworak-Peck is dedicated to reinventing the profession, furthering knowledge and changing social institutions locally, nationally, and globally. The school has made innovation a signature feature of its academic and research enterprise, leveraging technology in social work education, clinical practice, research, and community development, as evidenced through the creation of an advanced online platform for distance learning, virtual humans for graduate-level teaching, and a university-based clinic offering mental health services over the Internet.