Opportunity & Challenge Profile

Search for the Provost and Senior Vice President for Academic Affairs
University of Southern California
Los Angeles, California

THE SEARCH

The University of Southern California, one of the world’s leading private research universities and the oldest private research university in the western United States, seeks its next Provost and Senior Vice President for Academic Affairs.

On March 20, 2019, the University of Southern California (USC) Board of Trustees voted unanimously to appoint Dr. Carol L. Folt as its 12th President. Formerly chancellor of the University of North Carolina at Chapel Hill (UNC), Dr. Folt brings decades of experience in academia to USC, launching a new era for the 139-year-old university. Together with President Folt, the Provost must lead through values, reaffirming the University’s commitment to its core academic principles and code of ethics while upholding its commitment to diversity, shared governance, and academic excellence.

At the heart of the University are its students. USC stands among the most selective private research universities in the nation, receiving over 69,000 applications in AY 2022/23 for 3,420 places in its first-year class. Selectivity has increased over 15 years – from an overall acceptance rate of 37 percent to the current 12.0 percent – and while currently test-optional, average SATs from score submitters are roughly 1465, in competition with some of the most prestigious institutions in the country, most of them half the size or less of USC. The yield rate steadily rises every year, now hovering above 41 percent. In fall 2021, 22 percent of the student body was Pell eligible and 22 percent were first generation college students, far more than nearly any private selective university. Most importantly, low-income, first generation, and underrepresented minority students at USC graduate at rates comparable to the overall undergraduate population.

Offering a broad range of majors and more than 170 minors, USC enrolled nearly 49,000 students, more than 28,000 of whom are pursuing graduate degrees or online executive education. The campus prides itself on its student diversity – USC is number one in underrepresented graduate students among AAU institutions. For the last seven years, no single racial grouping has been in the majority at USC. The University admits without consideration of ability to pay, meets full need, provides more than $606 (2021-2022) million in gift aid support to undergraduates (all sources), and $37 million annually in Ph.D. fellowships.
The distinguished faculty of over 7,000 innovative scholars, researchers, artists, practitioners, teachers, and mentors includes seven past and present Nobel laureates and dozens of recipients of prestigious national honors, including the MacArthur “Genius” Award, Guggenheim Award, 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, more than 16,500 dedicated and committed USC staff 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 $955 million.

A global university, USC has nine international offices in Beijing, Shanghai, Hong Kong, London, Mexico City, Mumbai, São Paolo, 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.

While global in reach, USC is anchored by two Los Angeles-based campuses. 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 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.

**The Position**

Reporting to USC’s president, the Provost oversees a vast academic community consisting of 22 schools and units, including USC Dana and David Dornsife College of Letters, Arts and Sciences, the USC Bovard College of Professional Studies, the USC Jimmy Iovine and Andre Young Academy for Arts, Technology, and the Business of Innovation, the USC Marshall School of Business, and the USC Viterbi School of Engineering, among many others. A complete list of schools and colleges can be found in the document Appendix. The Provost will also oversee the divisions of Student Affairs, Libraries, Student Religious Life, and Enrollment Services. In the 2021-2022 FY, the University budget was $6.2 billion. The following themes illustrate the opportunities and challenges that a new Provost and Senior Vice President for Academic Affairs will be expected to address:

- **Continue to raise the academic profile of the University.**
- **Build on a cultural shift that results in greater trust and transparency between the Office of the Provost and the faculty, staff, and students.**
- **Promote a diverse, equitable, and inclusive learning environment that celebrates difference and provides academic and financial support focused on student success.**
- **Foster an inclusive and responsive campus climate and continue to build critical connections with the local community.**
- **Continue to prioritize faculty recruitment and retention, with a particular attention to diversity, that will push the academic agenda forward.**
• Invest in academic infrastructure that continues to build strength in interdisciplinary research, teaching, and service.
• Lead a new definition of the undergraduate experience, focusing on a broad academic core while supporting student wellness.
• Enhance graduate and postdoctoral education that significantly contributes to cutting-edge discovery, research, and innovation.
• Partner with health affairs to support integrated, multidisciplinary academic programs and research.

The executive search firm of Isaacson, Miller has been retained to assist the Search Committee. A list of the desired qualifications and characteristics of the Provost 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.

HISTORY, ORGANIZATION, AND THE ESSENTIAL ELEMENTS OF THE UNIVERSITY

Overview

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 over 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.

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 (APRU), a consortium of the 45 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 with an over $1 trillion economy.

History and Trajectory

In the 1870s, 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 – 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 nine 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, music, dentistry, education, engineering, fine arts, cinema, 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 25th 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 strengthen undergraduate education. USC now stands among the most selective private universities in the nation, with 2022-23 the most selective year on record. Average standardized test scores (reported) for incoming freshman are in the 98th percentile, and the average unweighted GPA is now 3.87. In the 2022-2023 academic year, USC had 20,400 undergraduate students and 28,200 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 2022 drew 41 percent of its first-year students from California. Overall, the class hailed from 49 states, over 2,050 different high schools, and 18 percent of the class from 72 different countries.
USC has a historic commitment to diversity. In Fall 2022, the demographics of the student body were 19.3 percent Asian, 5.8 percent black or African American, 15.3 percent Hispanic or Latinx, 24.8 percent white or Caucasian, 26.6 percent international, and 8.2 percent other. Additionally, 22 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 and institutional financial aid, with 22 percent of the student body in 2022 having received merit scholarships. In addition, the University meets 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 38 percent in 2022.

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 170 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 2022.

USC has transformed itself into a committed residential university. All freshmen have the opportunity to reside in one of fourteen residential colleges, led by Faculty in Residence. 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, $650 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 (135) than all but two universities. USC student-athletes have received 58 NCAA Postgraduate Scholarships. In addition, USC has had 42 first team Academic All-Americans and four athletes who were Rhodes Scholars. USC’s Olympians have won 711 places on Olympic teams, have taken home 144 gold medals, 91 silver and 72 bronze. In 11 different Olympics, USC’s medal count at the summer Olympics would have positioned it among the top 12 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 1,181 tenured and 325 tenure-track faculty among 7,000 scholars, researchers, teachers, clinical educators, and mentors. USC’s numerous decorated scholars include six Nobel Laureates, 40 National Academy of Engineering members, 17 National Academy of Sciences members, 18 National Academy of Medicine members, and 26 National Academy of Inventors members. The faculty also include 38 American Academy of Arts & Sciences fellows and 97 American Association for the Advancement of Science members, as well as many individual faculty with prestigious awards from
Europe and Asia. USC has more than $955 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 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 of USC Schools and Colleges, see Appendix.

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 approximately 13,000 international students and has a worldwide alumni network.

The University operates international offices in Beijing, Hong Kong, Mexico City, Mumbai, São Paulo, Shanghai, Seoul, 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 45 leading research universities around the Pacific Rim.

Los Angeles

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 creative capital of the Pacific Rim, Los Angeles has never lost its frontier edge and constantly re-invents its physical fabric, its economy, and its society. USC is both in and of its city. It was shaped by a succession of visionaries 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.
Throughout its history, USC has been deeply committed to Los Angeles and has turned, with increasing vigor, over the last two decades, towards the neighborhoods surrounding its campuses. The University funds more than 200 University-community partnership programs through its schools and colleges, as well as the Good Neighbors Campaign, which seeks to raise $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 28,000 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 California. In addition, because of USC’s long tradition of renowned 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 members of the USC community intend to build an extended family who value the rigorous search for truth, the high performance of academics and athletics, a formidable commitment to diversity and inclusion, a commitment to help the human condition, and support for each other. Now over 463,000 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 $6 billion campaign that raised just over $7 billion – currently 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 34 voting members and is guided by an Executive Committee. In 2022, Suzanne Nora Johnson 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 FY22, the University budget was $6.2 billion. Financial aid expenditures totaled $725 million in FY22. As of June 30, 2022, the endowment stood at $7.4 billion. 2021 was the University’s strongest financial year, with a $1.9 billion increase in net assets. The University preserves substantial annual cash flows at the central level for investment in collaboration with the 19 schools, frequently for interdisciplinary and cross-school initiatives.

KEY OPPORTUNITIES AND CHALLENGES FOR THE PROVOST

Continue to raise the academic profile of the University

This is a time of important and welcome change at the University of Southern California. President Folt joined the University at a transitional moment when the community expected compassion, reflection, and the creation of an authentic, and inclusive vision. The University’s vision is academic excellence, and the Provost will be a critical partner to the President in shaping the future academic trajectory, with a commitment to interdisciplinary education and discovery that continues to put USC on the forefront of American and global higher education.

Lead and manage a cultural shift that results in greater trust and transparency between the Office of the Provost and the faculty, staff, and students

The USC stakeholders are all clear: they seek a leadership team that can engage them transparently, meaningfully, and consistently. The Provost will work to strengthen the system of shared governance and improve internal communications and collaboration, so that faculty feel enfranchised and are kept apprised of changes and decisions in a timely and transparent manner. The Provost should look to reduce bureaucratic policies that lead to frustrations and inefficiencies, and hold themselves accountable when issues or oversights arise.

Promote a diverse, equitable, and inclusive learning environment that celebrates difference and provides academic and financial support focused on student success

The Provost will cultivate relationships with faculty, staff, and students to foster more synergies around student success efforts. They will serve as a visible advocate for student success and find new ways to foster a more supportive academic experience for all students, with particular attention to first-generation, low-income, and underrepresented students. The Provost will also drive support systems which increase student persistence, graduation, and access to satisfying career experiences and pathways after graduation with the goal of ensuring all USC students, regardless of background, graduate at the same rates.
Foster an inclusive and responsive campus climate and continue to build critical connections with the local community

The next Provost will be committed to infusing equity mindedness throughout the fabric of the campus and create capacity to work toward equity in all aspects of university endeavors. The Provost will be expected to provide institutional leadership in a University-wide emphasis on inclusion and belonging as well as be attuned to ways to strengthen its presence and community impact. USC resides in the heart of a diverse and multicultural city of Los Angeles, yet there is considerable potential to continue to build on its engagement with the surrounding community. The Provost will work with University leaders to create opportunities for new or expanded programs, such as the Neighborhood Academic Initiative, that meets community needs and better position USC as an engaged partner with the Los Angeles community and beyond.

On campus, the Provost will work in a consultative manner with constituents across campus to create an inclusive and thriving community that consists of individuals from various backgrounds and improves the overall campus climate. The Provost should champion a research and learning environment where everyone feels welcome and respected and will continue to cultivate a campus and university environment that promotes and values difference in all forms, and fosters active engagement and learning across differences. The Provost will be an advocate for inclusive excellence and cultural humility inside and outside the classroom.

Continue to prioritize faculty recruitment and retention, with a particular attention to diversity that will push the academic agenda forward

The academic enterprise at USC has been strengthened considerably in the past several decades, but an ongoing faculty recruiting effort is essential for the University to continue its upward trajectory. The Provost must have the intellectual breadth and curiosity to recognize and judge intellect across the disciplines, and will ensure success through working with schools and colleges to make impactful hires that galvanize existing strengths and future potential to positively influence the academic profile of the University.

These efforts must also complement USC’s ongoing efforts to recruit, develop, and retain faculty, particularly those individuals from traditionally underrepresented and marginalized populations. The Provost will lead a large and very diverse faculty population of over 6,000 tenured and non-tenured professionals. Non-tenured faculty include 4,859 Research, Teaching, Practitioner, & Clinical-Track (RTPC) faculty working throughout all graduate and undergraduate programs. The Provost is charged with ensuring that both tenured and non-tenured faculty are appropriately supported in their professional development and that faculty governance structures include representatives from all types of faculty.

Invest in academic infrastructure that continues to build strength in interdisciplinary research, teaching, and service

USC has grown rapidly, uses a highly decentralized budget model, and innovates constantly. The University is planning large investments in core management functions, including information technology and support for sponsored research, and the next Provost will lead this implementation as it relates to academic infrastructure improvements. The Provost must facilitate clear communication between their office and the academic units, which is essential for the development and maintenance of central standards to ensure a common experience, when appropriate, across all University units. The Provost is also responsible for ensuring that all processes for academic program review, dean selection and review, tenure decisions, and disciplinary actions are clearly defined and communicated.
Additionally, the Provost should continue to maintain and ensure the integrity of the admissions process, and will routinely review all processes and standards for admission to the University to ensure the ongoing recruitment of the highest caliber of students.

**Double down on efforts to improve the undergraduate experience, focusing on the liberal arts core and student wellness**

The academic heart of the University is the Dana and David Dornsife College of Letters, Arts and Sciences, which houses close to 11,000 undergraduate students. The Provost will work with Dornsife leadership and other deans to continue to strengthen the academic experience for undergraduate students, as well as support services such as the advising system. The new administration must focus on student learning, particularly pedagogical innovations for widely disparate settings in the 21st-century world. 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 also renew its commitment to an even better and more comprehensive view of its students’ personal and academic success, and the Provost will play a role in ensuring that the increased demand for mental health and wellness programs is met. Students are also eager to have opportunities that link their academic work to experiential learning, globally and domestically, and for more intense career services that prepare them for post-graduation, and the Provost will be an essential leader in these efforts.

**Enhance graduate and postdoctoral education that significantly contributes to cutting-edge research and discovery**

As the University’s academic profile grows stronger, USC’s capacity to recruit top graduate students has consistently improved. The Provost must work with the deans and the faculty to identify core strengths, to enhance signature programs, to link them when useful across colleges and schools, and to be creative and proactive in the recruitment of the strongest students. For USC to remain competitive with other top-tier research universities, the Provost must ensure that sufficient resources exist to support both the programs and the graduate students themselves, and leverage faculty whenever necessary to aid in these endeavors.

**Partner with health affairs to support integrated, multidisciplinary academic programs and research**

The deans of each of USC’s health sciences schools – the Herman Ostrow School of Dentistry, Leonard Davis School of Gerontology, Keck School of Medicine of USC, School of Pharmacy, and Suzanne Dworak-Peck School of Social Work – align as direct reports under the leadership of the Senior Vice President for Health Affairs, Dr. Steve Shapiro. As an important strategic partner on issues related to academic affairs – including research, education, and faculty tenure and promotion – the Provost will play an essential role in advancing the health affairs missions across USC.

**PROFESSIONAL AND PERSONAL QUALIFICATIONS**

The Provost 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 strong academic record commensurate with appointment to the rank of full professor with tenure is required.
• 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.
• An uncompromising commitment to academic excellence, impeccable academic judgment, and academic credentials and experience that qualify for appointment as a full professor with tenure in one of USC’s schools.
• An entrepreneurial thinker, committed to interdisciplinary study who recognizes USC’s unique opportunities to advance the integration of knowledge through collaborative activities across traditional scholarly and institutional boundaries and for the mutually productive engagement of the professions and the liberal arts and sciences.
• A successful record of highly effective hiring of exceptional and diverse faculty along with appropriate mentorship and support.
• Significant experience successfully navigating and managing a large, complex organization with a breadth of unique challenges and opportunities.
• 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.
• 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.
• Authentic, inspired communicator with a high level of speaking and listening skills that 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.
• 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. The University of Southern California has retained Isaacson, Miller to assist with this search. Confidential inquiries, nominations, referrals, and resumes with cover letter should be sent in confidence to USCProvost@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: SCHOOLS AND COLLEGES USC

Dornsife College of Letters, Arts and Sciences
http://dornsife.usc.edu/undergraduate-academics

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.

All undergraduates at USC take coursework in the Dornsife College of Letters, Arts, and Sciences. More than half enroll in the College’s 190 major and minor programs. Dornsife offers 35 doctoral programs, which, together with its masters programs, serve more than 2150 currently enrolled graduate students. Building on its innovative interdisciplinary programs and the great strength of its traditional disciplines, the College’s departments and programs provide exciting opportunities for faculty and students at the leading edge of interdisciplinary inquiry. Dornsife is committed to globalization and offers opportunities to develop and refine global awareness among its students through more than 97 majors and nearly 93 minors, study abroad opportunities in 55 programs in 28 countries, and internationally-themed curricula.

The nearly 700 exceptional tenure- and non-tenure track faculty across 37 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. 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 45 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 4th 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 is currently ranked 9th in the nation by DesignIntelligence in 2018. 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 well-prepare its students for the rigors of the 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 and listed among the top 20 in the nation. 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 (BA) and Bachelor of Fine Arts (BFA) degrees at the undergraduate level and Master of Arts (MA), Master of Fine Arts (MFA), and Master of Public Art Studies (MPAS) degrees at the graduate level. Beginning this year, Roski launched an MFA in Design at its new At Mateo campus located in the heart of the Los Angeles Arts District.

**USC Iovine Young Academy for Arts, Technology and the Business of Innovation**  
[http://iovine-young.usc.edu](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](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 10. 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 USC 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](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 that has been ranked first in the nation by *Princeton Review* for seven straight years.

**USC Annenberg School for Communication and Journalism**  
[http://annenberg.usc.edu](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 (BFA) degree who wish to pursue dance as their major. This four-year degree 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 USC’s Division of Biokinesiology and Physical Therapy (founded in 1945) and 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. Beginning this fall semester, the School will open a BFA in Musical Theatre, a unique collaboration between Dramatic Arts, Music, and Dance.

**USC Rossier School of Education**
http://rossier.usc.edu

The USC Rossier School of Education (ross-EAR) 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. USC Rossier is leading the search for innovative solutions to the 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 $160 million in annual research support and is home to more than 45 research centers and institutes, including three National Science Foundation-funded engineering research centers, 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 Leonard Davis School of Gerontology 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 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, Gould became one of the first schools 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 receives about $300 million annually in federal research funding.

**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 been among the top 3 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 Alfred E. Mann 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. Ranked as the top program of its kind in the country by U.S. News & World Report since 2004, 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. The first graduate program is the Master of Science in Human Resource Management. This innovative online program, designed by some of the most influential minds in the profession, emphasizes the strategic role that human resources plays 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*, 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 (#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 are bold and 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 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.
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 six years ago to $1.5 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 350 CHLA faculty hold faculty appointments at the Keck School of Medicine of USC. Training programs include 364 medical students, 277 student shadowers, nine full-time residents, three chief residents, and 127 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 757 Keck medical students, as well as for 950 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 May 2019.