



MEMORANDUM

TO: USC Academic Community

FROM: Elizabeth Garrett, Provost and Senior Vice President for Academic Affairs

DATE: January 9, 2012

SUBJECT: USC Strategic Vision

On behalf of President Nikias, I am pleased to share with you the completed USC Strategic Vision (SV) that was adopted by the Board of Trustees at their December meeting.

The process that produced this Strategic Vision included input from over 750 faculty, students, staff, alumni, and retirees. Some served on an early Faculty Working Group and on a Strategic Vision Faculty Committee, others on one of several subcommittees, and many more attended retreats and open forums or sent us comments via a website open to all students, staff and faculty. Because past strategic plans have been so influential within our academic community and garnered positive attention from outside USC, we knew that tapping our community's ingenuity would strengthen the final product. Drafts of this Strategic Vision were reviewed by the Academic Senate and other faculty groups, the President and Senior Vice Presidents, University Deans, and the Academic Affairs Committee of the Board of Trustees. Their suggestions were incorporated into the final version.

The Strategic Vision highlights USC's distinctive qualities: our core values of free inquiry, the search for truth, appreciation of diversity, service to community, respect and care for others, and ethical conduct; and our unique history in Los Angeles, a global metropolis that has emerged as the creative capital of the Pacific Rim and the world's primary gateway between East and West. USC played a critical role in the transformation of Southern California. As we enter the Pacific Age, we must play a similar role but on a more global scale.

The Strategic Vision identifies three paths forward, which constitute the heart of our academic vision. **Transforming Education for a Rapidly Changing World** highlights building the ranks of transformative faculty and reinventing education at the undergraduate, graduate and postdoctoral levels. It also focuses on the need to insure student access to education and our commitment to accountability. **Creating Scholarship with Consequence** emphasizes the growing importance of translational research, creative work and professional practice that make a significant impact on society. This will require increasingly more interdisciplinary and inter-professional collaboration. **Connecting the Individual to the World** calls for promoting local and global engagement to foster mutual understanding. This begins with self-knowledge and self-reflection, critical thought, appreciation of diversity, aesthetic sensibility, civility, and empathy across all spheres of life. Given the broad scope and depth of our academic programs, we must not lose sight of the importance of cultivating human wholeness.

This Strategic Vision is a living document that will require strategic planning within academic units and divisions. The units are charged with achieving the vision in their own contexts, while the Provost, in concert with the Deans, Vice Presidents and the President, works to actualize the vision across the whole institution. To this end, a new Provost Committee on Strategic Transformation will be formed to ensure transformational ideas are heard and discussed and to decide which ones will be pursued.