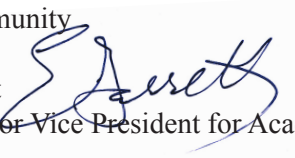




MEMORANDUM

To: University Community

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

Date: November 16, 2012

Subject: Provost Committee on Strategic Transformation

When I shared with you the *USC Strategic Vision: Matching Deeds to Ambitions*, I described it as an evolving document that will require strategic planning within each of our academic units and divisions. The challenge now is to create the broad perspective in the Strategic Vision across the university. Over the past few months, I have asked units and divisions to pursue the Strategic Vision in ways that work best in their academic contexts. As they go about their efforts, my office will work in concert with the President, Deans and senior leadership to implement the vision across our campuses – particularly with regard to university-wide initiatives (e.g., efforts to bring more transformative faculty to USC) and interdisciplinary and inter-professional collaborations (e.g., USC’s International Artist Fellowships program). This parallel approach ensures that, as units work on their internal plans, we will not lose sight of innovative ideas, programs and initiatives across schools.

In keeping with this approach, I am pleased to announce the creation of the Provost Committee on Strategic Transformation. The Committee will be chaired by Professor Deborah McInnis. It is a relatively small but generally representative group – the membership is attached. The Committee will meet alone and with stakeholders in units to discuss transformational ideas and to share them with the USC community. Its primary role will be to advise the Provost on how best to advance the strategic vision across the institution and to examine issues that will shape the future of higher education in light of the USC Strategic Vision. Its members will work closely with two representatives from my office, Executive Vice Provost Michael Quick and Associate Provost Robin Romans.

As we move forward, we should bear in mind that what we do today will inform what the world will ask of universities in the future. Much will be required of the comprehensive university of 21st Century: to provide greater access to students; to produce a diverse population of graduates who are socially engaged and have a global outlook; to be rich in academic opportunities, original in artistic work and innovative in its approaches to professional practice, as well as to excel in the disciplines; to be inventive in its use of new technologies; to be both interdisciplinary and inter-professional; and to be research-based, including translational research with the power to transform society. I believe USC is well-positioned to become a leading example of such an institution and I invite you to join in achieving that goal.

cc: C. L. Max Nikias
Robert Abeles
Al Checcio
Todd Dickey
Thomas Jackiewicz
Thomas S. Sayles
Patricia Riley

Provost Committee on Strategic Transformation – Committee Members

- Deborah MacInnis**, Charles L. and Ramona I. Hilliard Professor of Business Administration and Vice Dean for Undergraduate Programs, USC Marshall School of Business, *chair*
- Tamara Anderson**, Executive Director, Joint Educational Project, USC Dana and David Dornsife College of Letters, Arts and Sciences
- Laurie Brand**, Robert Grandford Wright Professor and Professor of International Relations, USC Dana and David Dornsife College of Letters, Arts and Sciences
- Dominic Brewer**, Clifford H. and Betty C. Allen Professor in Urban Leadership, Professor of Education, Economics and Policy, and Vice Dean for Research, Partnerships and Globalization, USC Rossier School of Education
- Lucinda Carver**, Associate Professor of Practice, Conducting and Keyboard Studies, USC Thornton School of Music
- Keenan Cheung**, Director, USC Housing
- Robbert Flick**, Professor of Fine Arts, USC Roski School of Fine Arts
- Sofia Gruskin**, Professor of Preventive Medicine, Keck School of Medicine of USC
- Jack Halberstam**, Professor of American Studies and Ethnicity, Gender Studies, and Comparative Literature, USC Dana and David Dornsife College of Letters, Arts and Sciences
- Julia Higle**, Chair and Professor of Industrial and Systems Engineering, USC Viterbi School of Engineering
- Randall Hill Jr.**, Research Professor of Computer Science, USC Viterbi School of Engineering; Executive Director, USC Institute for Creative Technologies & Viterbi
- Richard Kahn**, Rex Ingraham Chair in Restorative Dentistry, Associate Professor, Herman Ostrow School of Dentistry of USC
- Karen Lincoln**, Associate Professor of Social Work, USC School of Social Work
- Mark Marino**, Associate Professor (Teaching) of Writing, USC Dana and David Dornsife College of Letters, Arts and Sciences
- Jill McNitt-Gray**, Professor of Biological Sciences and Biomedical Engineering, USC Dana and David Dornsife College of Letters, Arts and Sciences
- Michael Nichol**, Professor of Pharmacy and Pharmaceutical Economics & Policy, USC School of Pharmacy
- Patricia Riley**, Associate Professor of Communication, USC Annenberg School for Communication and Journalism; President, USC Academic Senate
- Jeffrey S. Wiginton**, Director of Facilities, USC Viterbi School of Engineering; Ph.D. candidate, Price School of Public Policy
- Ex Officio**
- Eileen Kohan**, Associate Provost and Executive Director for Continuing Education and Summer Programs
- Susan Metros**, Associate Vice Provost and Deputy Chief Information Officer, Technology-Enhanced Learning, Information Technology Services
- Eduardo Molina**, Director of Institutional Research, Office of the Vice President of Admissions and Planning
- Michael Quick**, Executive Vice Provost, Professor of Biological Sciences, USC Dana and David Dornsife College of Letters, Arts and Sciences
- Robin Romans**, Associate Provost