



USC Price

Sol Price School of Public Policy

POSITION SPECIFICATION

Dean, Sol Price School of Public Policy

University of Southern California

February 2021

ABOUT THE UNIVERSITY OF SOUTHERN CALIFORNIA

The University of Southern California is one of the world's leading private research universities. As an anchor institution in Los Angeles and a global center for arts, technology and international business, USC's diverse curricular offerings provide extensive opportunities for interdisciplinary study and collaboration with leading researchers in highly advanced learning environments.

In its comprehensive 2021 ranking, *The Wall Street Journal* and *Times Higher Education* ranked USC 19th among more than 1,000 public and private universities. Among all California institutions — public and private — only USC, Caltech and Stanford University ranked within the top 20. Of the 150 universities surveyed in the western U.S., USC ranks No. 3. Among the top 25 schools, USC ranks No. 5 in engagement, which measures student sentiment on how their education prepares them for the real world.

The number of students enrolling at USC who are the first in their families to attend college has been growing steadily for five years — 22 percent of the Class of 2024 are first-generation college students, and 30 percent are students of color. With one of the most abundant financial aid pools in the country, USC provides more than \$450 million in scholarships and aid. The class that entered in Fall 2020 is the first under a new USC initiative to make college more affordable for lower and middle-income families. Students from families earning \$80,000 or less each year attend tuition-free.

USC's distinguished faculty of innovative scholars, researchers, teachers and mentors includes five Nobel laureates, and dozens of recipients of prestigious national honors including the MacArthur "Genius" Award, the 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.

USC SOL PRICE SCHOOL OF PUBLIC POLICY

Over the past nine decades, the USC Sol Price School of Public Policy has earned a distinct reputation for excellence in creating scholarship that serves the global public good.

The School began in 1929 when the USC School of Citizenship and Public Administration opened its doors, becoming one of only two programs of this kind in America. It was not yet the multifaceted institution that stands today, but it contained seeds of a bold vision that would become the foundation for decades of progress.

In addition to a degree in public administration, the School of Citizenship and Public Administration offered classes in urban and regional planning, which eventually led to the urban and regional planning degree a new School of Urban and Regional Planning at USC. Over time, public administration formed the health administration program and the public policy program, while the urban planning school developed a real estate program.

A key milestone for the school was reached in 1998 when these various strands came together to form a single, multidisciplinary USC School of Policy, Planning, and Development.

In November 2011, the school received a transformative [\\$50 million naming gift](#) from the Price Family Charitable Fund to endow and name the USC Sol Price School of Public Policy. The gift honors the life of Sol Price, founder of Price Club. Known for his savvy decision-making, civic engagement, and commitment to social responsibility, the legacy of Sol Price aligns with the values the faculty, students, staff and alumni of the Price school strive to uphold.

Ranked #3 of the 275 public affairs schools in the nation according to the 2021 *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 those in Urban Policy (#2), Nonprofit Management (#3), Local Government Management (#5) and Health Policy and Management (#5), International Global Policy and Administration (#10), Public Management and Leadership (#8), and Public Policy Analysis (#9). Through an interdisciplinary and cross-sectoral approach to public problem solving, Price School faculty, students and alumni are bold and dedicated visionaries who work to improve the quality of life for people and their communities, both in the United States and abroad.

USC PRICE SCHOOL AT A GLANCE

- Students:
 - Undergraduate majors: 539
 - Undergraduate minors: 230
 - Core Masters: 622
 - Doctoral: 99
 - Executive Masters: 128
 - Graduate Certificate: 17
 - Online Masters: 472
 - Dual Programs: 32
- Faculty:
 - Full-time: 76
 - Part-time: 2
 - Adjunct: 168
- Staff:
 - Full-time: 148
 - Part-time: 16

More information about the USC Sol Price School of Public Policy can be found at <https://priceschool.usc.edu/>.

POSITION SUMMARY

The University of Southern California invites applications and nominations for the next Dean of its ***Sol Price School of Public Policy***. Reporting directly to Provost Charles Zukoski, the Dean serves as the chief academic and administrative officer of the School and is essential in guiding its future.

The next Dean of the Price School will embrace the school's ambitious mission of improving the quality of life for people and their communities worldwide through education, research, and preparing the next generation of leaders to serve in major public policy roles. The Dean's strategic and operational leadership will be founded on an outstanding record of scholarship and community practice. As a bold and visionary leader, they will further position the school's eminent faculty and students as drivers of global, federal, state and local policy, elevating the school's areas of excellence, including health policy & management, nonprofits & philanthropy, public administration, public policy, national security, real estate development, and urban planning. The Dean will further develop new areas of excellence by hiring new faculty and leveraging connections the Price School has with other outstanding faculty across the University.

The next Dean will guide the Price School as it negotiates our turbulent times, faces the challenges, and seizes the opportunities they present. The decade underway has revealed critical policy needs in international trade, land use, sustainability, urban planning, public health and much more. USC's location in the heart of Los Angeles means the Price School sits at the heart of opportunity.

Representing more than 140 nationalities and 200 languages among its residents, Los Angeles is one of the most complex and diverse cities in the world. Three miles from downtown, 12 miles from the ocean, and 60 miles from both deserts and mountains, USC is uniquely positioned to offer its communities unmatched cultural richness and learning opportunities.

USC is a global university on the vital Pacific Rim and a local university committed to strengthening its partnerships with its South Los Angeles neighbors. Local opportunities for the next Dean of the Price School include critical work in homelessness and housing policy, broader urban planning concerns, and health policy in post-pandemic L.A. County, home to 10 million people.

The next Dean will charge forward with transdisciplinary solutions for these and other pressing challenges, nurturing and developing partnerships with USC's many elite schools, including the Keck School of Medicine of USC, the USC Dornsife College of Letters, Arts and Sciences, the USC Viterbi School of Engineering, the USC Marshall School of Business, and others.

The scope of the Price School's unique influence reaches local, state, and federal administrations, and forges global connections through academic, research, and other collaborations. Price School alumni, who live and work throughout the world, represent a strong, expansive network amplifying the School's reach and offering critical connections for its community.

The USC Sol Price School includes a diverse group of 76 full time faculty, which include members of the National Academy of Science, National Academy of Public Administration, National Academy of Social Insurance, American Physical Society, Regional Science Association International and Urban Land Institute. A full-time staff of 148 assists the School's faculty, and together they serve the needs of 1,370 graduate and 769 undergraduate students. The new Dean, in his/her capacity as the chief executive and academic officer for the school, will be responsible for maintaining the high standard for intellectual, scholarly and professional engagement and accomplishment for all the faculty, staff and students while leading the school in the execution of its shared vision for the future. The new Dean is also expected to promote and facilitate a robust research agenda and ensure excellence in undergraduate and graduate education, including the development and implementation of collaborative academic programs within the School in consonance with the University's strategic plan. Paramount to this, the new Dean must demonstrate a strong commitment to and demonstrated effectiveness in, creating an environment of diversity, equity, inclusion, and belonging for all.

The Price School offers a complete array of educational and practical coursework and experiential learning, including undergraduate, masters, and doctoral degrees, executive education, graduate certificates, online offerings, and dual and joint degree opportunities. It is home to 15 leading research centers and institutes focusing on governance, urban development and real estate, and social policy, including the Schaeffer Center for Health Policy & Economics, one of the nation's premier policy centers; the Center for Inclusive Democracy (CID), a leading nonpartisan research center focused on elections, voting behaviors, and electoral and political participation; the USC Center for Risk and Economic Analysis of Terrorism Events (CREATE); the METRANS Transportation Center; the Lusk Center for Real Estate; and the USC Center for Sustainability Solutions.

The Dean is expected to have strong financial acumen and the requisite skills to provide effective budgetary oversight as well as the ability to foster strong relationships with existing and potential supporters to ensure the continued growth of the school and its programs. The new Dean will serve on the Provost Council and will collaborate with President Carol Folt, Provost Zukoski, and with USC's vice presidents, deans and department chairs on the full array of initiatives that make up USC's ambitious agenda for unparalleled excellence.

Insofar as the Dean serves as the school's public voice, articulating its contributions to local, state, regional, national and international communities will be key. The Dean will develop and implement a robust plan for acquiring resources through philanthropy, in order to expand the reach and impact of the Price School, and effectively manage its considerable assets and build on the Price School's outstanding reputation.

OPPORTUNITIES AND CHALLENGES FOR THE NEXT DEAN

The new Dean for the Price School will:

Develop a shared vision and provide bold leadership

The Dean will engage and lead stakeholders across the school in creating a common vision for the future of the school; enable faculty and staff to support a shared set of goals; enhance student and alumni affinity and pride; create greater community across the school and its many stakeholders; and strengthen, celebrate and promote the school's identity and impact.

Recruit and retain preeminent faculty and enhance their career development

Hiring and retaining outstanding and diverse faculty members will be of paramount importance for the next Dean. The Dean is responsible for ongoing recruitment and retention of researchers, practitioners and education experts. As chief advocate for the school and its mission, people and programs, the Dean will be expected to represent the school in the broader public policy community and work always to attract, retain and develop the best and brightest to enhance their experience.

Develop strategies to foster diversity and ensure equity, inclusion, and belonging across the School

The next Dean of USC Price must have a demonstrated record of commitment to, and effectiveness in, creating a learning and research environment of diversity, equity, inclusion, and belonging that is nurturing and welcoming to all.

Support innovative research programs and advance the School's scholarly standing

The Dean has the opportunity to expand the already stellar academic and transactional reputation and quality of Price faculty and graduates and facilitate the increase of extramural research funding to the School. The next Dean should further the collaborative and interdisciplinary spirit that is fundamental to research and discovery within the School and with other schools across USC, to further the education mission by advancing evidence-based teaching and learning. The Dean will need to establish strong consultative and collaborative relations with faculty leaders and promote collaboration and strategic research partnerships within the School and the USC community.

The Dean must support and expand the major multidisciplinary research centers and institutes focused on economic development, the environment, governance, health care,

non-profits and philanthropy, real estate, public safety and security, social innovation, transportation, and urban planning and development.

Build strong relationships with board members, alumni, donors, and other stakeholders, and lead the school's fundraising efforts

The Dean will be expected to foster strong relationships with existing and potential supporters and guide the development of the school's financial resources to propel the work of the school's faculty and students to even higher levels. As a visionary leader, the Dean will excite supporters to invest in the Price School's mission of world-changing research and innovative education. The new Dean must work effectively both within the school and across the university to identify potential investments and help the school build on its success in garnering private philanthropic support. The Dean will lead the discovery and management of resources for programs.

Provide inspirational leadership in collaboration with executive leadership

This is a pivotal moment for both the university and for the Sol Price School. As President Folt and Provost Zukoski lead USC into its next era, the new Dean will take over after the service of a long-serving and enormously effective Dean. The incoming Dean will be expected to provide skillful leadership to bring the many stakeholders together and infuse renewed optimism in and commitment to the school's future. Building on this momentum, there is an opportunity for the new Dean to provide inspirational leadership and work collaboratively, to lead the Price School through the pandemic, and to position it for success in a post Covid-19 environment.

PROFESSIONAL QUALIFICATIONS AND PERSONAL CHARACTERISTICS

The University of Southern California seeks a visionary academic leader with impeccable credentials and the highest level of integrity to lead the USC Price School of Public Policy.

Candidates should have:

- Distinguished records of academic excellence, and national prominence, in their own scholarly and/or professional careers
- Substantial, successful leadership experience with the ability to shepherd the Price School to new levels of efficiency, effectiveness, dynamism, equity, inclusion, exceptionalism, and student satisfaction
- The ability to engender an efficient and solid organization that thrives and adapts to new circumstances with strong values of equity, diversity, and social justice
- Strong interpersonal skills and the ability to form strong ties to the School's alumni, donors, and local community
- A track record of success in major fundraising campaigns or an enjoyment of fundraising and would view this responsibility as a major and rewarding part of their decanal responsibilities
- Sound judgment and political astuteness; this includes an ethical, transparent leadership style, and a tenure marked by strong relations with an active and committed faculty
- An unwavering commitment to creating an inclusive environment that attracts faculty, staff, and students with diverse backgrounds and cultural perspectives
- The ability to work with academic leaders both on the faculty and in the administration

- An understanding and a deep appreciation for the breadth of academic disciplines within the School as well as a desire to facilitate continued inter-school and interdisciplinary collaboration, and the ability to empower and inspire the faculty of the Price School to be excited about new campus initiatives
- An understanding of the importance of strong disciplinary programs as the precondition for a strong interdisciplinary school necessary for tackling major scientific and societal challenges
- The ability to set an example for the value of a multicultural campus and how it contributes to the overall excellence and attractiveness of the University
- The ability to find innovative ways to leverage the University's location in Los Angeles

APPLICATIONS AND NOMINATIONS

The University invites inquiries, nominations, and applications for the position of Dean of the USC Sol Price School of Public Policy. Interested individuals should provide an electronic version of their curriculum vitae along with a bullet point summary of key accomplishments in each leadership role held. The University of Southern California has retained Ilene H. Nagel and Charles E. Kaler of *Education Executives* to assist with this search. Confidential inquiries, nominations, and applications should be sent via e-mail to:

Ilene H. Nagel & Charles E. Kaler
Education Executives, LLC

<https://www.edexsearch.com/>

USCPrice@edexsearch.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 community. 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.

USC SOL PRICE SCHOOL OF PUBLIC POLICY DEPARTMENTAL OVERVIEW

Department of Governance and Management

In USC Price's Department of Governance and Management is committed to research, education and community service. Through these three avenues, the goal is to advance public value, democracy, social justice, innovation and collaboration.

Students in the department will be prepared to succeed as a collaborative and ethical leader for public, nonprofit and private organizations that advance the interests of diverse communities. The holistic curriculum includes real-world connections; the department works closely with local, national and international professionals in myriad fields. The faculty conduct cutting-edge research that regularly influences the fields of governance, leadership and public and nonprofit management.

The reach of those who graduate from Department of Governance and Management programs is expansive. Alumni serve as city managers, fire chiefs, elected representatives, foundation and nonprofit executives, international development consultants, and other leadership positions in governance and management.

Academic Programs

Master of Public Administration

The Master of Public Administration (MPA) program offers a professional education designed to prepare students for the challenges and opportunities of a career in public management or in related public and private firms.

Master of Public Administration Online

The Price School Master of Public Administration develops collaborative and innovative leaders to manage complex organizations and serve the public good, at home and abroad.

Master of Nonprofit Leadership and Management

The USC Price School's Master of Nonprofit Leadership and Management (MNLM) degree provides the critical skills and training necessary to lead complex nonprofit organizations. Students work closely with leading nonprofit executives, augmenting the classroom curriculum with real-world field work.

Executive Master of Leadership

USC's Executive Master of Leadership (EML) program is designed for experienced professionals ready to take their leadership to the next level within a complex environment and/or organization.

Department of Health Policy and Management

USC Price's Department of Health Policy and Management is on a mission to improve the lives of others and reduce health disparities. We are committed to training the future leaders of health care who will improve not only the health of our broader population, but make the delivery of care safer, expand access and make health care affordable. Our faculty are policy experts and health economists who work collaboratively within research centers on campus, including the nationally-renowned USC Schaeffer Center for Health Policy and Economics, to promote health and value in health care delivery through innovative research in the United States and internationally.

You will be prepared, as one of our students, to succeed in a health policy and management career thanks to the exposure and experience you will gain in our programs. As a leader, you will understand how to address the needs of diverse and often under-served communities. Through your chosen program, you will gain first-hand knowledge of how to solve real-world problems in health care.

Upon graduating, you will join an esteemed group of alumni who serve as health care executives, policy experts and public servants who are devoted to carrying out our mission and committed to providing opportunities for new students and fellow graduates. Together, we will impact the future of health care.

Academic Programs

Master of Health Administration

The USC Master of Health Administration (MHA) program has been training leaders in health management and policy for more than 35 years.

Executive Masters of Health Administration Online

If you are an experienced clinical or management health care professional aiming to advance or transition in your career, USC's Executive MHA offers an unparalleled opportunity to distinguish yourself as a remarkable leader in a time of profound change.

Department of Public Policy

The world continues to face complex problems ranging from housing insecurity to climate change to structural racism. Students in the Department of Public Policy at USC Price will gain the tools and learn the processes they need to effect positive change on these and other critical issues facing society, here and abroad. In both the classroom and the community, our students engage in research, education and public service that have an impact.

As a student, you will also learn how to co-produce ideas with a broad set of stakeholders and diffuse these solutions into public policy and civil society. Our public policy curriculum contains a strong analytic core in political analysis, economics and data analytics. This core is complemented by the opportunities you will have to hone your leadership skills, specialize in substantive policy areas, and obtain a broad set of analytic expertise. Our alumni serve as leaders and change-makers in social impact organizations that span philanthropic, public and private sectors at all levels of government. The influence of public policy is all around us – explore how you can become a part of this dynamic discipline.

Academic Programs

Bachelor of Science in Public Policy

The USC Price School's Bachelor of Science in Public Policy offers an education combining rigorous academic coursework in economics, political science, quantitative methods, and leadership with the practical experience needed to effectively engage communities and address solutions to large-scale local, regional, national, and international problems.

Master of Public Policy

The USC Price Master of Public Policy program offers a comprehensive degree that integrates public policy leadership, analysis, evaluation, and management. Through coursework, interaction

with faculty, and practical experience, the Price MPP equips students with in-depth knowledge of the policy issues they care about most and the skills to be impactful agents of change.

Master of Science in Public Policy Data Science

Informatics and big data are increasingly essential to policy development throughout the public and private sectors. Knowledge of both can lead to ever-expanding career opportunities. Bolster your decision-making role in government agencies and the corporate realm with the USC Price School of Public Policy and USC Viterbi School of Engineering's Master of Science in Public Policy Data Science.

Master of International Public Policy and Management (IPPAM)

The International Public Policy and Management Program (IPPAM) offers a Master of International Public Policy and Management (MIPM) degree designed for international students and U.S. students working in international settings.

Wibur H. Smith III Department of Real Estate Development

The real estate programs offered at USC Price represent the best in higher education. Successful real estate projects require finance, design, and construction, naturally, but today every project is to some degree a public-private partnership. Community collaborations are as important as debt and equity partners. To get a project off the ground is to understand the neighborhood, local land use policy, and the businesses and households that operate within it. Real estate owners and operators create the urban landscape, working within a complex system of finance and governance to tackle the challenge of converting undeveloped or under-utilized resources into homes, employment centers, and places of recreation and commerce. With the excitement of finding place-based solutions to the unique set of problems presented by a real estate project, there also are the risks, rewards, and responsibilities that come with making our built environments more habitable and prosperous for all.

USC's Lusk Center for Real Estate serves as the liaison between our academic programs and the real estate industry. Each year, the Lusk Center convenes industry leaders, students, and faculty in seminars, workshops, symposia, and forums to examine the current state of the industry and to anticipate future opportunities and challenges.

The particulars of real estate are moving targets but the essential tools of real estate are a durable framework around which we orient our degree programs. Leadership requires looking ahead. While our curricula are always evolving to meet the needs of our students, the structure remains constant: fundamentals matter and USC Price real estate graduates are skilled as complete real estate professionals.

Academic Programs

Bachelor of Science in Real Estate Development

The Bachelor of Science in Real Estate Development builds upon the Price School's long-standing commitment to real estate. For over 30 years, the Price School has been a pioneer in real estate education.

Dollinger Master of Real Estate Development

Real estate developers are the impresarios of the built environment. They orchestrate the talents of many players and balance the needs and interests of the various constituents touched by a real estate project. It is their job to discover how we want to live and work and to provide the settings accordingly.

Minor in Real Estate Development

The minor in Real Estate Development provides students an overview of the field — its principles, urban context and history, and finance. The minor requires 20 units, including four core classes and 4 units of electives.

The minor is intended for students interested in a career in real estate or related areas such as architecture, construction, finance, urban planning, or entrepreneurial ventures.

Certificate in Real Estate Development

The USC Price Certificate in Real Estate Development provides an extensive overview of current development processes, modeling, and specific training in market analysis used to evaluate the potential of a real estate endeavor. The program is designed to give current USC graduate students in related fields a more comprehensive perspective on public policy issues in the context of real estate.

USC Ross Minority Program in Real Estate

The mission of the USC Ross Minority Program in Real Estate is to enable members of minority groups and those that invest time, talent and financial resources in emerging communities to establish a foundation toward becoming leaders in real estate finance and development.

Department of Urban Planning & Spatial Analysis

USC Price trains leaders who build a better, more socially just world. In the Department of Urban Planning and Spatial Analysis, we are committed to planning programs that emphasize the interaction of data and social justice. You will learn modern, data-oriented tools that train you for excellence in an urban realm that is constantly shifting thanks to emerging technology; yet data, by themselves, will not bring justice. That's why our department teaches social justice throughout our core curriculum. The world needs this values-based leadership more than ever – and our graduates are already making change happen, with alumni who serve as the chief resilience officer for the City of Houston, the youngest Mayor ever elected in the City of Compton, California, and founders and executives at the fastest growing technology firms in the urban arena. Join us in our important work to make cities work for all and especially, for the most vulnerable among us.

Academic Programs

Bachelor of Science in Urban Studies and Planning

These are all challenges faced by cities today. Every human problem is an urban problem, and every human advancement occurs in cities. For the first time in history, half of the world's population lives in cities. Through rigorous coursework and practical experience, the Price School's Bachelor of Science in Urban Studies and Planning gives you the tools you need to effect real and lasting change in urban environments.

Master of Urban Planning

The Master of Urban Planning (MUP) program at the USC Price School of Public Policy is one of the most distinguished academic programs of its kind. USC Price is ranked 3rd overall among public affairs schools – and No. 2 in the Urban Policy category – according to *U.S. News & World Report*, and *Planetizen* considers the MUP program one of Top 10 Graduate Urban Planning Programs.

Executive Master of Urban Planning Online

Urban planning is becoming increasingly complex. Industry professionals have to navigate stronger regulation, dwindling public resources and political forces that simultaneously restrict government support and heighten income inequality. This makes advanced specialized training more and more crucial.

USC PRICE RESEARCH CENTERS AND INITIATIVES

The Sol Price School of Public Policy is home to 15 Centers and/or Initiatives that provide research hubs and professional opportunities that facilitate faculty and students to achieve their goal of engaging in work and activities aimed at improving the quality of life for people in our local, state, national and international communities. These Centers and Initiatives include the following:

Schaeffer Center for Health Policy & Economics

A collaboration between the USC Price School of Public Policy and the USC School of Pharmacy, the Schaeffer Center brings together health policy experts, a seasoned pharmaco-economics team as well as faculty from across USC and other leading universities to solve the pressing challenges in healthcare. The home of Nobel Laureates in Economics, the Center's mission is to measurably increase value in health through evidence-based policy solutions, research excellence, and private and public-sector engagement. The Center is ranked third globally by RePEc, which ranks institutions based on economic research citations, and its work is referenced in more than 50 federal agency and government reports in 2019 alone, crossing topics related to surprise medical billing, federal and state drug pricing, and the cost of chronic disease

Center for Health Financing, Policy, and Management

The Center for Health Financing, Policy and Management aims to advance community, organizational and health system innovation and effectiveness, both domestically and internationally, through leading-edge applied healthcare research, analysis, and knowledge dissemination.

Bedrosian Center On Governance

The Judith and John Bedrosian Center on Governance and the Public Enterprise, an applied research center at the USC Sol Price School of Public Policy, is dedicated to understanding and fostering effective democratic governance as an essential component in ensuring the betterment of communities. The Center's mission focuses on expanding society's knowledge to improve healthcare, health system performance and effective management of health service delivery. In addition, the Center's work encompasses consideration of health financing policies that align incentives to support change.

Center for Inclusive Democracy

The Center for Inclusive Democracy (CID), formerly known as the California Civic Engagement Project, is part of the USC Sol Price School of Public Policy and is based in Sacramento. CID conducts a range of national and multi-state research initiatives exploring voting behavior, civic

engagement, electoral and economic research, the intersection of social justice and democracy, and more. Its research informs and empowers a wide range of policy and organizing efforts aimed at eliminating disparities in social and economic well-being. Now a cornerstone project nested within CID's larger umbrella, the California Civic Engagement Project continues to produce groundbreaking resources and research for California.

Schwarzenegger Institute for State and Global Policy

The USC Schwarzenegger Institute for State and Global Policy is committed to advancing post-partisanship, where leaders put people over political parties and work together to find the best ideas and solutions to benefit the people they serve. The Institute seeks to influence public policy and public debate in finding solutions to the serious challenges we face.

Civic Leadership Education and Research (CLEAR) Initiative

The Civic Leadership Education and Research (CLEAR) Initiative will exhibit a research and education profile focused public and nonprofit sector employment, which represents a significant proportion of the national labor economy. CLEAR will be dedicated to understanding and developing the talent needs of the civic leadership workforce for the 21st century.

Safe Communities Institute

The Safe Communities Institute engages in research, interdisciplinary education, and collaboration to advance sustainable public safety strategies, policies, and programs. The Institute's mission is three-fold: reaching people with a new understanding of public safety that hinges on education, awareness and research, and community engagement; advancing violence prevention strategies, policies and research; and contributing to global security in a time of increasing threats. SCI provides a 21st-century approach to public safety by adopting a multidisciplinary "whole-of-community" methodology, which informs SCI educational programs, research projects and community engagement.

CREATE Homeland Security Center

The National Center for Risk and Economic Analysis of Terrorism Events (CREATE) was established in 2004 as the first university-based Center of Excellence funded by the U.S. Department of Homeland Security. Jointly housed in the Viterbi School of Engineering and the Sol Price School of Public Policy, CREATE's Mission is to improve our Nation's security through research and development of advanced models and tools to evaluate risks, costs, and consequences of terrorism and natural man-made hazards, and to guide economically viable investments in homeland security.

Center on Philanthropy and Public Policy

The Center on Philanthropy and Public Policy promotes more effective philanthropy and strengthens the nonprofit sector through research that informs philanthropic decision-making and public policy to advance community problem solving.

Urban Data Lab

Urban Data Lab uses computational data science and spacial analysis to explore urban Transportation patterns around the world, critically integrate how big data reshapes housing affordability, and leverage technology platforms for more, just collaborative city planning.

METRANS Transportation Center

METRANS is a joint partnership of the University of Southern California (USC) and California State University, Long Beach (CSULB). Faculty come from several fields of engineering, as well as planning, public policy, public administration, economics, and geography to solve transportation problems of large metropolitan regions through interdisciplinary research, education and outreach.

USC Center for Sustainable Cities

The USC Center for Sustainable Cities (CSC) conducts multi-disciplinary research, education and community engagement on the sustainability challenges of metropolitan areas. The Center seeks to develop and propose policies and strategies that make our cities and metropolitan areas more sustainable, just, and economically vibrant.

Pop Dynamics

The Population Dynamics Research Group uncovers demographic trends that drive major changes in society, providing insights that lead to effective policies. These population patterns underlie areas as diverse as housing, immigration, education, health, labor, transportation, the environment, and urban growth. The Popdynamics team monitors the future using multiple data sources including the decennial U.S. Census, the American Community Survey, and our own carefully crafted Demographic Futures projections, which incorporate layers of demographic analysis and include greater detail than the census provides.

Lusk Center for Real Estate

Affiliated with both USC Price and the USC Marshall School of Business, the Lusk Center for Real Estate seeks to advance real estate knowledge, inform business practice, and address timely issues that affect the real estate industry, the urban economy, and public policy. The Lusk Center produces relevant real estate research, supports educational programs, and convenes professional forums that bring together academics, students, business executives, and community leaders.

USC Center for Sustainability Solutions

The Center for Sustainability Solutions develops policy, technological, and behavioral solutions to the most pressing sustainability problems of the Southern California region and the world. It brings together scholars and stakeholders from sustainability organizations around the world to collaborate on basic and applied research aimed at making a real-world impact

Spatial Analysis Lab (SLAB)

Committed to expanding the visualization of public policy and urban planning, the Spatial Analysis Lab experiments with developing alternative cartographies to bring attention to overlooked urban spaces and people. It also critically studies how our visual narratives interface with social institutions and public discourse.

Sol Price Center for Social Innovation

The USC Price Center for Social Innovation develops ideas and illuminates strategies to improve the quality of life for people in low-income, urban communities.

USC Center for Economic Development

As an applied research center, CED partners with community-based organizations, public agencies and private entities to enhance their functional capacity by tapping the energy, enthusiasm and talent

of the school’s faculty, staff and students to facilitate sustainable economic development opportunities throughout Southern and Central California.

Homelessness Policy Research Institute

The Homelessness Policy Research Institute (HPRI) convenes researchers and policymakers to help design and coordinate timely, relevant, and actionable research to end homelessness in Los Angeles County. HPRI is a partnership between the USC Price Center for Social Innovation and the United Way of Greater Los Angeles’ Home for Good Initiative.

Tomás Rivera Policy Institute

The Tomás Rivera Policy Institute works to address the challenges and opportunities of demographic diversity in the 21st century global city. The Institute is a special initiative of the Price Center for Social Innovation and produces original research, student activities, and policy solutions. Policy focus areas include: Latinos and the criminal justice system, civic engagement and capacity building among immigrant-serving organizations, and demographic change in major metropolitan regions of the United States.

UNIVERSITY OF SOUTHERN CALIFORNIA: AN OVERVIEW

The University of Southern California is a leading private research university located in Los Angeles — a global center for arts, technology and international business. It is home to 22 exceptional academic schools and units. USC’s Health Sciences campus houses renowned specialized care and research in cancer, stem cell and regenerative medicine, orthopedics and sports medicine. The university is the largest private sector employer in the city of Los Angeles, responsible for \$8 billion annually in economic activity in the region. The university serves approximately 47,500 students, 20,000 of which are undergraduate students and 27,500 are graduate and professional students. USC has an endowment of \$5.1 billion and a university budget of \$5.3 billion (FY 2018-2019).

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 15,000 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 totaling \$891 million (2017-18).

At the heart of the University are its students. USC stands among the most selective private research universities in the nation, receiving over 64,000 applications in FY 2018/19 for 3,401 places in its freshman class. Selectivity has increased over 15 years – from an overall acceptance rate of 37 percent to the current 12.9 percent – and current average SATs are roughly 1475, 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 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, providing \$570 (2018-2019) million in support of undergraduate scholarships, and \$37 million annually in Ph.D. fellowships.

A global university, USC has nine international offices 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.

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. 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.

The Role and Mission of the University of Southern California

The central mission of the University of Southern California is the development of human beings and society as a whole through the cultivation and enrichment of the human mind and spirit. The principal means by which our mission is accomplished are teaching, research, artistic creation, professional practice and selected forms of public service.

Our first priority as faculty and staff is the education of our students, from freshmen to post-doctoral students, through a broad array of academic, professional, extracurricular and athletic programs of the first rank. The integration of liberal and professional learning is one of USC's special strengths. We strive constantly for excellence in teaching knowledge and skills to our students, while at the same time helping them to acquire wisdom and insight, love of truth and beauty, moral discernment, understanding of self and respect and appreciation for others.

Research of the highest quality by our faculty and students is fundamental to our mission. USC is one of a very small number of premier academic institutions in which research and teaching are inextricably intertwined, and on which the nation depends for a steady stream of new knowledge, art and technology. Our faculty are not simply teachers of the works of others, but active contributors to what is taught, thought and practiced throughout the world.

USC is pluralistic, welcoming outstanding men and women of every race, creed and background. We are a global institution in a global center, attracting more international students over the years than any other American university. And we are private, unfettered by political control, strongly committed to academic freedom and proud of our entrepreneurial heritage.

An extraordinary closeness and willingness to help one another are evident among USC students, alumni, faculty and staff; indeed, for those within its compass the Trojan Family is a genuinely supportive community. Alumni, trustees, volunteers and friends of USC are essential to this family tradition, providing generous financial support, participating in university governance and assisting students at every turn.

In our surrounding neighborhoods and around the globe, USC provides public leadership and public service in such diverse fields as health care, economic development, social welfare, scientific research, public policy and the arts. We also serve the public interest by being the largest private employer in the city of Los Angeles, as well as the city's largest export industry in the private sector.

USC has played a major role in the development of Southern California for more than a century, and plays an increasingly important role in the development of the nation and the world. We expect to continue to play these roles for many centuries to come. Thus, our planning, commitments and fiscal policies are directed toward building quality and excellence in the long term.

Adopted by the USC Board of Trustees, February 1993