

## Position and Candidate Specification

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

USC Iovine & Andre Young Academy

**Dean**

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## UNIVERSITY OF SOUTHERN CALIFORNIA

The University of Southern California is a leading private research university located in Los Angeles, a global center for arts, technology, and international business. The University is the largest private sector employer in Los Angeles and is responsible for \$8 billion annually in economic activity in the region. When USC first opened its doors to 53 students and 10 teachers in 1880, the “city” still lacked paved streets, electric lights, telephones, and a reliable fire alarm system. Today, USC is home to more than 48,000 students and over 4,400 full-time faculty and is located in the heart of one of the biggest metropolises in the world. 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 in the top 20. Of the 150 universities surveyed in the western U.S., USC ranked third. USC received more than 59,000 applicants for the Class of 2024, resulting in an overall acceptance rate of 16 percent. The number of students who are the first in their families to attend USC has been growing steadily for five years; 22 percent of the incoming class 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 support. This incoming class 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, 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 IOVINE & YOUNG ACADEMY

With a visionary gift from arts and tech entrepreneurs Jimmy Iovine and Andre “Dr. Dre” Young, the University of Southern California established a school to nurture unbridled creativity at the intersection of four essential areas: the arts and design; engineering and computer science; business and venture management; and communication.

Founded in 2013, the USC Jimmy Iovine and Andre Young Academy for Arts, Technology and the Business of Innovation enrolled its inaugural class of undergraduate majors in Fall 2014. The Academy has steadily expanded its academic offerings to include a Master of Science in Product Innovation, an online Master of Science in Integrated Design, Business, and Technology, and seven minors. Providing a collaborative creative environment that brings together multidisciplinary students, faculty and professional mentors, the Iovine and Young Academy has become a transformational presence on one of the nation’s most dynamic university campuses.

The Academy’s admissions process is highly competitive, attracting the best and brightest minds in the nation and across the world. At the same time, the Academy believes that true innovation springs from an institutional commitment to inclusivity. The Academy has achieved a ca. 50/50 female/male demographic, a broadly diverse student body, and a learning environment that prioritizes understanding other ways of thinking, being and creating.

## Mission

The USC Iovine and Young Academy seeks to empower the next generation of thought leaders, innovators and entrepreneurs through a unique educational experience focused on the intersection of four essential areas: the arts and design; technology; venture management; and communication. These new literacies for the 21st century combine to create a new disciplinary expertise that will prepare our graduates to adapt quickly to rapidly changing work landscapes, and to rethink, reimagine, and reapply. Our students will develop high-level problem-solving abilities and skills that can be applied across a broad spectrum of industries, fields, and areas of endeavor, and a mindset that embraces lifelong learning. Through the strategic application of human-centered design fueled by diversity and inclusion, technology, agency, and unbridled creativity, Academy alumni will develop new ways of working, learning, collaborating, and engaging with our communities, and drive positive change for society and the environment.

## Student Outcomes

Conceived as an educational startup, the Academy is not just a home for disruptors but a disruptor itself. Its model is unique among higher education institutions, and in only a few short years it is already achieving student outcomes that are garnering notice from research, big tech, and the creative industries. Academy students possess significant abilities as leaders, creatives, and cross-disciplinary team members that focus on high-level problem solving in areas as diverse as information systems, product development, human-centered design, e-commerce, health innovation, social change, and the future of the arts, media and entertainment ecosystems. As innovators who are well prepared for an ever-changing global landscape, they are already capturing highly competitive internships, fellowships and full-time positions at a roster of companies that includes Google, Apple, Intel, Adobe, Facebook, Oculus, Spotify, IDEO, Dreamworks, Sony, Imagine Entertainment, Price Waterhouse Coopers, Ernst and Young, Hulu, NVIDIA, DEKA Research Labs, and Verizon. An ongoing collaboration with USC researchers in advancing cancer patient care was highlighted as the only official representative of then-Vice President Biden's Cancer Moonshot initiative at the 2016 White House Innovation Fair, South By South Lawn (SXSL). This project recently led to the launch of a new undergraduate minor in Health Innovation, a joint offering of the Academy and the Keck School of Medicine at USC.

To date, Academy startups have garnered more than \$120 million in development funding and acquisition payouts, and a product designed and developed exclusively by Academy students, the Mira "Prism" Augmented Reality Headset, received the prestigious 2018 Red Dot Product Design Award. Academy startups have been selected to take part in Y-Combinator, named by Forbes as the leading accelerator in the world. One, Project Wren, was recently featured in TechCrunch, Fast Company and Forbes for its unique mission to offset individual carbon footprints, and has already received significant early-stage funding. Another, Demeanor, Co. was acquired in 2019 by the digital experience platform NTRK.

## Faculty

Academy full-time faculty come from the disciplines of design, business, engineering, communication, and the arts. Visiting faculty are invited from other institutions to provide additional perspectives and a steady research presence in areas relevant to student work. The high faculty to student ratio in the Academy ensures individual mentoring for each student and the ability to customize each pathway to the degree, leading to multiple career outcomes and an alumni network that currently spans startups, big tech, the creative industries, business and finance, consulting and public policy. In an unusual higher education leadership model, faculty and administration work as a collaborative team to continually assess, refine and iterate every aspect of the student experience.

## 21st Century Learning: Beyond the Classroom

A hallmark of the Academy's mission is the mandate to provide learning across multiple platforms that include rigorous instruction, research, and experimentation, but also deep dives into real-world problem solving with existing companies and institutions. The list of industry and research collaborations to date includes those with adidas, Volkswagen/Audi, Cigna, Adobe, TOMS Shoes, The Grammy Foundation, Fender Guitars, Los Angeles World Airports (LAX), Children's Hospital Los Angeles, Heal the Bay, Apple Education, and the American Heart Association. Project prompts have included the future of mobility; feasibility and viability of global wifi; new models and incentives for social entrepreneurship; application of creative technologies in K-12 classrooms; and advancing data collection and visualization in patient- and physician-facing technologies, including through machine and deep learning.

## Fast Facts

As of January, 2021, the Academy had 25 faculty and 25 staff, an operating budget of \$16 million, and a \$70 million endowment (from the Jimmy Iovine and Andre Young gift to found the Academy).

## Students

- Undergraduate: 114
- Graduate: 159
- Total international: 9 percent
- International countries represented: 11
- U.S. states represented: 26

## Degrees Offered

- Bachelor of Science: Arts, Technology and the Business of Innovation
- Master of Science (online): Integrated Design, Business and Technology
- Master of Science (with progressive degree option): Product Innovation

## Minors Offered

- Disruptive Innovation
- Designing Live Experiences
- Designing Digital Experiences
- Designing Multimedia Experiences
- Designing Products
- Health Innovation (in partnership with USC Keck School of Medicine)
- News and Information Innovation (in partnership with USC Annenberg School for Communication and Journalism)

## Graduate Certificates

- The Business of Product Innovation Certificate (launching Fall 2021)
- The Foundation of Product Innovation Certificate (launching Fall 2021)

## Facility: Iovine and Young Hall

Academy majors and minors work and learn side-by-side with majors from other schools at USC in the Academy's new main facility, Iovine and Young Hall. In addition to spaces dedicated to administration, instruction, collaboration, networking, and incubation, the Hall houses 10,000 sq. ft. of maker spaces, including fabrication labs for metal, wood, composites, electronics, 3D printing and scanning, and 2D large format printing; as well as media labs for photo,

video, and audio capture and editing, and content creation for immersive and interactive environments. Student workshops and classrooms in the Hall have been designed to support the Academy's cohort-based collaborative educational model, and provide individual and group spaces for assignments, projects, and founding startups, and flexible studio/lecture options for faculty. The large outdoor deck adds a perfect environment for casual get togethers, meals, or studying in the California sunshine.

More information about the Academy may be found at <https://iovine-young.usc.edu/>.

Reporting to the Provost, the Dean will be responsible for strengthening existing programs and further developing the capacity of the Academy, including facilitating broader collaboration and synergies across USC. As the school's executive leader, the Dean will establish and execute the Academy's strategy to recruit and retain the staff and faculty needed to deliver the highest quality education to IYA's undergraduate and graduate students; secure and deploy the resources necessary to support all Academy stakeholders; and ensure that processes for institutional evolution are in place for ongoing success. The Dean will combine academic thought leadership with management acumen, be adept at facilitating partnerships and collaborations, and be able to serve as a trusted member of a university leadership team.

## KEY RELATIONSHIPS

**Reports to** Provost

**Direct reports** Senior Associate Dean, Advancement and External Relations  
Associate Dean, Academic Affairs  
Associate Dean, Admission and Student Affairs  
Associate Dean, Finance & Administration  
Assistant Dean, Academic Strategy  
Chair, Design  
Chair, Product Innovations  
Director, Online Programs  
Five additional full-time faculty

**Other key relationships** Students of the Academy  
Affiliated faculty  
Deans of the University, including but not limited to Business; Communications; Design; Engineering; and Letters, Arts and Sciences  
External partners from creative and industry communities  
Founders and key supporters

## KEY RESPONSIBILITIES

- Enhance innovative curriculum and programs, ensuring full utilization of USC's resources to develop and sustain integrated programs.
- Develop relationships with, private sector leaders, and industry representatives to support creative education.
- Advocate on behalf of the Academy with external partners and potential supporters, including educational institutions, think tanks, creative businesses, technology and media companies, and other relevant global sources of influence.

- Act as a thought leader to the scholars and practitioners in the academic disciplines, professions, and industries with which IYA engages and represent the Academy at conferences, events, and other symposia to expand the Academy's influence and global impact.
- Inspire students with direct contact and authentic engagement, acting as a mentor and source of inspiration for their academic, artistic, and professional pursuits.
- Build and leverage external community, media, industry, philanthropic, and alumni relationships to benefit the Academy.
- Facilitate pedagogy at the nexus of scholarship and practice.

The Iovine & Young Academy seeks a dynamic and visionary leader with a history of innovation, creativity, and global engagement in work that encompasses some combination of arts and design; engineering and computer science; business and venture management; and communication. The Dean should have management experience in an enterprise that values creativity and must be capable of (though not necessarily experienced in) inspiring and leading intertwined research and academic programs.

The new Dean will have demonstrated creativity and leadership acumen through engagement as an academic, an artist, a practitioner, or through a combination of experiences. Candidates should have influenced the way people think and act and demonstrated effectiveness in intellectual and practical environments with a diverse range of intense, engaged, and creative audiences.

## **IDEAL EXPERIENCE**

### **Creativity, Interdisciplinarity, and Innovation**

### **Academic/Intellectual Leadership**

### **External/Public Representation**

### **Management Acumen**

### **Educational Credentials**

Candidates should have attained or be eligible for promotion to full professor and possess a record of scholarship that will lead to USC tenure. A graduate degree in one of the Academy's four areas is required.

## **CRITICAL LEADERSHIP CAPABILITIES**

### **Strategic Thinking and Vision**

In a school dedicated to creativity, disruption, and tackling pressing problems with innovative and groundbreaking solutions, the next Dean will work with faculty and partners to evolve the institutional vision by:

- Developing partnerships across disciplines and nurturing a culture that supports innovation and creativity.
- Exploring strategic opportunities and challenges in response to ongoing academic and practical evolution in the Academy's areas of focus and proposing new directions for the school.
- Supporting existing programs while aggressively seeking opportunities for increased growth (and commensurate impact) by utilizing existing resources, gathering new sources of support, and establishing collaborative partnerships across USC.
- Collaborating with the faculty to translate broad strategies into clear, specific objectives and plans.

### **Leading People**

The Dean will find joy and intellectual energy in guiding a dynamic and enthusiastic faculty, leading a dedicated and deeply engaged staff, and engaging with all Academy students. As the leader of the Academy community, the Dean will act as an inspiring leader by:

- Articulating a compelling vision and mission for the Academy that will inspire excellence and galvanize support from key constituents.
- Building and supporting the systems and structures that enable creative work at the intersection of a range of fields.
- Supporting a community and culture that encourages innovation, rewards risk-taking, and empowers faculty and students.
- Demonstrating an open, accessible, and visible leadership and communication style.
- Reinforcing IYA's overarching commitment to diversity, access, and inclusion, and supporting efforts to enhance diversity of faculty, staff, and students.
- Living a personal commitment to social change and demonstrating the courage and imagination to tackle audacious problems.
- Serving as a leader and mentor to staff, faculty, and students and helping all IYA stakeholders with their professional development and growth.

### **Collaborating and Influencing**

To further advance the Academy's vision and support expansion, the Dean must be prepared to enthusiastically engage with supporters and potential supporters of the Academy while creatively and thoughtfully drawing on the resources and talents of internal partners by:

- In conjunction with faculty, developing a genuine and powerful narrative about the Academy's ambitions, progress, opportunities, and goals.
- Engaging with other University leaders, particularly deans in adjacent or overlapping areas of scholarship and practice, to enhance Academy and USC offerings and provide academic opportunities to all students.
- Inspire impactful engagement on issues of anti-racism, social justice, equity, and inclusion.
- Taking a central role in external relations to enhance fundraising aspirations, outreach efforts, and tangible financial results in support of IYA and USC development efforts.
- Seeking opportunities to partner with innovative companies, creative individuals and institutions, and a wide range of for- and not-for-profit organizations.
- Continuing to develop the Academy's reputation as a global center of influence in areas of focus.

### **ABOUT THE SEARCH**

The University of Southern California is being assisted in this process by Spencer Stuart. To confidentially submit comments, questions, nominations, or expressions in interest, please send an e-mail with any supporting materials to [USCIYA@SpencerStuart.com](mailto:USCIYA@SpencerStuart.com)