



USC School of Architecture

POSITION SPECIFICATION

Dean, School of Architecture

University of Southern California

December 2022

ABOUT THE USC SCHOOL OF ARCHITECTURE

The University of Southern California (USC), one of the world's leading private research institutions, seeks a Dean for its nationally recognized School of Architecture. The USC School of Architecture is dedicated to educating the future leaders of the design professions. It promotes cutting-edge research, design, and technology while emphasizing the importance of a strong commitment to social and environmental justice. USC School of Architecture trains design professionals, scholars, and citizen architects who are deeply committed to making the world a more just and inspiring place.

USC School of Architecture is a hub of research, creative production, and instruction in architectural and product design; global cities, landscapes, and processes of urbanization; heritage conservation and critical heritage studies; and innovative building technologies. With deep roots in the city of Los Angeles and a network of global partners, USC School of Architecture is dedicated to forging creative solutions to local and global issues. Working shoulder to shoulder with our surrounding communities, the School's faculty and students empower stakeholders and leverage local insight to solve pressing questions and dream of better futures.

For over 100 years, USC Architecture and its alumni have pushed beyond traditional boundaries to pioneer paradigm shifts in architecture, landscape architecture, building science, and heritage conservation. Embedded in one of the nation's leading research universities with 21 other schools, the School fosters an environment in which students and faculty collaborate across disciplines. Equipped with rigorous training in research, theory, and design, graduates of USC School of Architecture are empowered to tackle the complexities of today and envision more sustainable and equitable possibilities for tomorrow.

The School currently supports four primary academic disciplines: Architecture, Building Science, Heritage Conservation, and Landscape Architecture. Its academic programs merge rigorous design education and research with new proficiencies in cultural theory, computational technologies, product design, geodesign, and urbanism. The School's programs include pre-college programs (A-Lab High School Program, Summer Explorations in Architecture), professional degrees in architecture and landscape architecture at the undergraduate and graduate levels (Bachelor of Architecture, Master of Architecture, Master of Landscape Architecture + Urbanism), and post-professional research-based master's degrees (Master of Heritage Conservation, Master of Building Science, Master of Advanced Architecture Studies: City Design and Housing, Master of Advanced Architecture Studies: Performative Design and Technologies). The School also has a constellation of multidisciplinary certificates and dual degrees with the Viterbi School of Engineering, Price School of Public Policy, and Dornsife College.

More information about the USC School of Architecture can be found at <https://arch.usc.edu>.

OPPORTUNITIES AND CHALLENGES FOR THE NEXT DEAN

The new Dean of the School of Architecture 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; work with faculty and staff to establish a shared set of goals; enhance student and alumni affinity and pride; create greater community across the School and among its many stakeholders; and strengthen, celebrate, and promote the School's identity and impact.

Recruit and retain outstanding 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 represent the School in both academic and professional communities, and work to attract, retain, and develop the best and brightest faculty members.

Develop strategies to foster diversity and ensure equity, inclusion, and belonging

The next Dean of USC School of Architecture must have a demonstrated record of creating a learning and working environment that embraces and fosters diversity, ensures equity and inclusion, and cultivates a sense of belonging. The Dean must be able to articulate and communicate how these values connect to design practice and the future of the profession. The Dean will collaborate with faculty and staff to create policies, practices, and structures that enable the entire community to thrive.

Support innovative research and educational programs that advance the School's standing

The Dean will enhance the outstanding quality and reputation of the School by cultivating extramural funding to support bold new initiatives and academic programs. In particular, the Dean will seek to improve facilities, increase student resources, and sustain innovative research. The next Dean will further interdisciplinary collaboration within the School and cross-disciplinary efforts outside of the School. The Dean will seek synergy with academic leaders in the School and will build new alliances with our vital constituents in other academic units within USC. The Dean will embrace professional education and evidence-based learning, as well as the advancement of new knowledge that has a positive impact on society.

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, guide the development of the School's financial resources to support School initiatives, and propel the work of the School's faculty and students to even higher levels. As a visionary leader, the Dean will inspire supporters to invest in the School's innovative research, practice, and education. The new Dean must work effectively with the School and University Advancement officer to identify opportunities to help the School build on its success by obtaining private philanthropic support. In consultation with the faculty, the Dean will lead the management and allocation of resources.

Provide inspirational leadership through shared governance

The incoming Dean will be expected to provide skillful leadership to bring the School's many stakeholders together and inspire commitment to a shared vision for the School's future. The new Dean will have an opportunity to empower the School by building a strong shared governance model and a culture of open communication in which all voices are heard.

THE DEAN'S ROLE

The USC School of Architecture Dean reports to the Provost and serves as the Chief Executive Officer of the School. The Dean works closely with the Provost, other members of the Provost's leadership team, the School's staff, and leaders of centers, labs and initiatives to ensure that the strategic direction and policies of the School are aligned with its academic mission and the greater mission of USC. The Dean provides executive oversight of all aspects of the School, including academic programs, enrollment management, faculty and staff development, external relations and partnerships, fundraising, operational effectiveness, financial planning, and capital improvements.

The Dean of the USC School of Architecture will manage a budget of approximately \$26 million and an endowment currently valued at \$48 million. The current senior leadership team includes three Associate Deans (faculty), six program directors (faculty), four Assistant Deans (staff). There are 35 full-time faculty members, 92 part-time faculty members, and 27 full-time staff members. The School has a student population of approximately 650 (400 undergraduates and 250 graduate students). Twenty-three percent of its students are the first in their family to attend college, and many students receive financial aid and merit-based scholarships.

QUALIFICATIONS:

A successful candidate will exhibit leadership and strategic vision and have:

Minimum:

- An excellent record of scholarship and/or creative practice
- Demonstrated commitment to diversity, equity, inclusion, and accessibility
- Demonstrated commitment to promoting excellence in research, scholarship, teaching, and practice
- Demonstrated ability to attract, recruit, develop, retain, and lead a group of faculty members who are leaders in their fields
- Demonstrated commitment to recruiting and serving the needs of a talented and diverse student population
- Demonstrated ability to attract, recruit, develop, retain, and manage a group of highly competent staff

Desired Qualifications:

- A record of innovative leadership in an academic environment
- Experience as a Chair or Director of an academic unit, or other high-level administrative leadership experience in higher education
- Demonstrated understanding of the research, teaching, and service needs of academic units
- Experience with fundraising and cultivation of external professional partnerships
- Experience managing student enrollments
- Demonstrated commitment to promoting multi-disciplinary approaches to the field
- Demonstrated commitment to USC's Unifying Values (see <https://culturejourney.usc.edu/explore/unifying-values/>)

APPLICATIONS AND NOMINATIONS

The University invites inquiries, nominations, and applications for the position of Dean of the USC School of Architecture. 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, Steven R. Lerman and Charles E. Kaler of *Education Executives, LLC* to assist with this search. Confidential inquiries, nominations, and applications should be sent via e-mail to:

Ilene H. Nagel, Steven R. Lerman & Charles E. Kaler

Education Executives, LLC

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

USC.Architecture@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 SCHOOL OF ARCHITECTURE RESEARCH CENTERS AND INITIATIVES

The School of Architecture has seven units that function as centers, labs, groups, or initiatives. Below is a brief description of each.

Architecture + Advocacy

Architecture + Advocacy is a student-founded 501(c)3 organization that empowers communities to un-design the spatial injustices affecting their neighborhoods. South LA neighborhoods lack access to healthy foods, public transportation, and green space while residents—like those of most BIPOC neighborhoods—disproportionately face the effects of food deserts, evictions, and pollution. A+A works to address the foundational causes of these issues by hosting architecture + design workshops with K-12 students and their families.

Center for City Design

The Center for City Design advances radical alternatives to exclusionary policies and extractive practices that shape our cities today. Through the lens of spatial and social justice, the Center catalyzes critical research, creative work, and strategic collaborations to address precarious living and working conditions in cities everywhere. The Center promotes collaboration between USC faculty, students, and community members whose voices and expertise are normally unheard in the design and decision-making processes.

Center for Wellness in the Built Environment

The Center for Wellness in the Built Environment (CWBE) is an interdisciplinary research organization that conducts advanced research, generates new knowledge, and transfers developed knowledge outcomes to support the development of built environments that will enhance human physiological and environmental health, wellness, sustainability, and resiliency. While pursuing environmental resiliency for a sustainable world, the CWBE provides a scholarly forum to promote groundbreaking study initiatives that affect environmental quality and wellbeing for building occupants.

Human-Building Integration Lab

The Human-Building Integration Lab (HBI Lab) conducts research on advanced building technologies and design to promote building performance in energy efficiency, net zero energy, indoor environmental quality (such as thermal, air, acoustic and lighting conditions), occupant health, and productivity.

Landscape Futures Lab

Landscape Futures Lab is a design-research platform that serves as an incubator for climate innovation and imagination. The lab brings faculty from across USC together with industry partners to develop multimodal and multi-scalar research that explores the implications and applications of technology within the biophysical world and establishes experimental methodologies with which to generate alternatives to our current environmental trajectories and the existential threats we now face.

Landscape Justice Initiative

The Landscape Justice Initiative (LJI) is a platform for USC's Graduate Program in Landscape Architecture + Urbanism to position and implement its work in areas of Environmental, Spatial and Climate Justice. This platform provides a vehicle and support structure both for community

partnerships to contribute to immediate local impact on neighborhoods and their ecosystems, and for multidisciplinary collaborations to tackle large-scale policy and environmental change.

Ordinary Urbanism Research Lab

The Ordinary Urbanism Research Lab (OUR Lab) critically investigates ordinary urbanism—spaces and practices that are theorized in architectural discourse as the informal, the everyday, and the non-pedigreed. OUR Lab is committed to tracing the overlooked histories of ordinary spaces, often at the margins of architectural discourse and practice. By highlighting the politics of spaces created by or for the marginalized and excluded in Los Angeles and other cities around the world, OUR Lab serves as a platform for advocating for and imagining equitable urban futures.

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 23 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, 21,000 of which are undergraduate students and 27,500 are graduate and professional students. USC has an endowment of \$8.1 billion and a university budget of \$6.2 billion (FY 2021-2022).

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 \$955.6 million (2020-21).

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 Fall 2022 for 3,420 places in its freshman class. Selectivity has increased over 15 years – from an overall acceptance rate of 37 percent to the current 12 percent. The yield rate steadily rises every year, now hovering at 41 percent. Twenty-two percent of the student body is Pell eligible (Fall 2021), far more than nearly any private selective university.

Offering a broad range of majors and more than 170 majors and 190 minors, USC enrolls over 49,500 students, 28,500 of whom are pursuing graduate degrees, including over 90 online professional master's level degree programs.

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 \$773 (2021-22) million in support of undergraduate scholarships, and \$46 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 this mission is accomplished are teaching, research, artistic creation, professional practice and selected forms of public service.

The first priority as faculty and staff is the education of its 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. Its faculty and staff strive constantly for excellence in teaching knowledge and skills to its 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 the faculty and students is fundamental to its 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. The 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. It is a global institution in a global center, attracting more international students over the years than any other American university. And it is private, unfettered by political control, strongly committed to academic freedom and proud of 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 the 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, its 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