



President Nikias offers his annual State of the University address in February 2015. In his remarks, Nikias discussed the USC faculty's distinct opportunities to provide a blueprint for a new manner of research university that addresses the needs and concerns of today's world.



Chapter 4

Solidifying a Foundation for Excellence

Building Up the Scholarly Faculty

On a cool day in December 2013, USC professor Arie Warshel stepped forward in Stockholm’s famed concert hall to receive the Nobel Prize in Chemistry from King Carl XVI Gustaf of Sweden. Seated nearby were President Nikias and First Lady Niki C. Nikias, who made the transatlantic trek to celebrate this milestone, not only for Warshel, but for the larger academic community.

Indeed, the rapid transformation of USC’s faculty into a global intellectual force constituted perhaps the most remarkable aspect of the school’s rise. It has been said, without much exaggeration, that the faculty of the university *is* the university. The reputation, influence, and productivity of an American research institution—including the ability to attract funding and top students (especially at the graduate level)—directly correlate to the level of confidence the larger world has in its professoriate.

In 2010, the faculty comprised a large and accomplished body of experts, teachers, and discoverers spanning 19 schools and scores of disciplines. However, an academic ceiling was hovering overhead that limited the university’s ability to gain the outside support and attention necessary to be at the vanguard of progress in multiple key fields.

For instance, USC aspired to compete against schools such as Columbia University. Although the latter is a much smaller institution, it had twice as many members of elite national academies on its faculty and eight Nobel laureates, while USC had just one. There was no way around it: Although the university had an excellent existing teaching body, it did not have enough “superstars” to compete against its peers nationally and achieve its ambitious research goals.

The academic leadership made it a high priority to remedy this situation—and to do so while a small window of opportunity remained temporarily open. The economic downturn had placed many universities under intense fiscal



pressure, even those with vast endowments. USC, by contrast, was financially stable and nimble enough to convince some of the world's most outstanding experts that, going forward, it could provide the setting where they could best realize their ambitions.

For all the importance of the faculty within American universities, support for their role among the public, the media, and elected officials has somewhat diminished in recent decades. Many argued that more efficient ways than the entrenched bureaucracy of the tenured professoriate must exist, and that new models would soon replace the traditional one.

In his first address to the Trojan teaching staff, in early 2011, Nikias took a decidedly opposing view. He spoke of the timeless academic values that guided universities such as theirs, and pointed to the faculty as the chief stewards of those uncompromisable core principles. He also spoke as one with an enduring bond with his colleagues, having been one of their peers for two decades.

Nikias praised the tenured professoriate for vigilantly “standing sentinel” over the principles and mission of the university, while commending those faculty outside the traditional tenure track for adding energy and fresh perspective to the scholarly pursuit. “Not an hour of the day slips by without my remembering that the faculty are the foundation of a university,” Nikias said. “The scholarly faculty are the foundation of all academic excellence, and the cornerstone of all of a university’s aspirations.” He then went on to discuss an aggressive, double-pronged strategy to strengthen USC’s “academic foundation.”

First, the university would dramatically step up its efforts to support its current scholars. This involved an escalation of campaigns to procure external research funding (the lifeblood of American research universities) and increased attention on promoting their work for outside honors and awards, which would lead to more recognition for the university as a whole. It also entailed the creation of centralized incentives for researchers from different USC schools to collaborate innovatively, in a manner that did not come easy to their peers at other institutions.

Second, USC would work to attract new scholars who could partner creatively with current ones and turbocharge the overall level of productivity

Elizabeth Garrett, an accomplished legal scholar and academic leader, was installed as USC’s first female provost in February 2011. After gaining national attention for her work as the school’s second-ranking officer, she was named the first female president of Cornell University in September 2014.



on campus. These would be difference-makers and game changers—women and men who could bring both funding and academic gravitas with them and drive progress in more than one field. These “better-than-excellent faculty,” Nikias later said, “could bring everything into orbit for USC academically, if they were recruited strategically and placed in the proper roles of leadership.”

In some ways these tactics mirrored the manner in which USC had rapidly built one of the nation’s most selective undergraduate student bodies some years earlier; careful recruitment of top prospects increased USC’s profile and raised everyone’s game, fostering the best forms of competition and collaboration. Engaging star faculty, of course, is a more elaborate and expensive process. And given how universities function, bringing radical change within the professoriate can be like trying to get an aircraft carrier to maneuver with the agility of a speedboat.

However, as was often proven to be the case at USC, the 2008 recession provided opportunities for those who were willing to look for them. The trustees and senior leadership realized that many of the world’s best scholars were feeling constrained at other elite universities, both public and private,

Longtime USC professor Michael Quick took office as the university's provost in April 2015. Quick, a neuroscientist who has won numerous honors for teaching and research, previously served as executive vice provost to Elizabeth Garrett.

which had scaled down expectations and funding for their faculty due to the economic crisis. Some of these individuals would be drawn by the opportunity to be involved with a university that still spoke of high goals and pledged strong support for their work.

In the early going of the process, Nikias likened it to a stealth project, with no formal public announcement. "We can announce each superstar as she arrives," he told his colleagues, "but otherwise we must work quietly." That strategy would allow USC to identify the best prospects and recruit them with minimal resistance or competition.

The university leadership targeted game changers across all fields: in medicine, the sciences, and engineering, of course; but also in the humanities (history, philosophy, and classics); the social sciences (including economics and business); and the arts, communication, and media.

Nikias believed that such a faculty initiative had to be a joint venture of the offices of the president and the provost. The president would guide and push along the initiative, while the provost would coordinate the process of bringing in the talented new scholars, who in turn would dramatically increase the overall level of academic productivity. This would provide, he predicted, a "critical mass of academic excellence on our two campuses, which would generate much greater success over time than mere incremental improvement would."

When Nikias took office as president, Elizabeth Garrett was USC's acting provost, chief academic officer, and second-in-command. She had already served as Nikias's trusted chief lieutenant during his previous five years as provost, gaining progressively more oversight in the areas of academic planning and the university budget. Following a national search that examined scores of potential candidates, an advisory committee unanimously recommended Garrett to assume the office on a permanent basis. She was formally installed as USC's first female provost on January 11, 2011.

When Garrett took office, USC's professoriate boasted fewer than 40 National Academy members. Within four years, that number had risen dramatically, to 66. This gain came from both promotion of the work of current scholars and aggressive efforts to bring in additional superstar talent from institutions with global profiles for research excellence, including Harvard, Caltech, Stanford, Michigan, Northwestern, the Cleveland Clinic, UCLA, and Scripps.

Among the academic trailblazers on the USC faculty are (clockwise from top left): Andrew P. McMahon, director of the Eli and Edythe Broad Center for Regenerative Medicine and Stem Cell Research at USC; Stephen Gruber, director of the USC Norris Comprehensive Cancer Center; and Mark Humayun, co-director of the USC Roski Eye Institute.

USC's academic leaders believed that the acquisition of such talent signaled internationally that it was the destination where the world's most ambitious people could do their best work.

A Chance to Reach Higher: New Scholars in Science, Medicine, and Technology

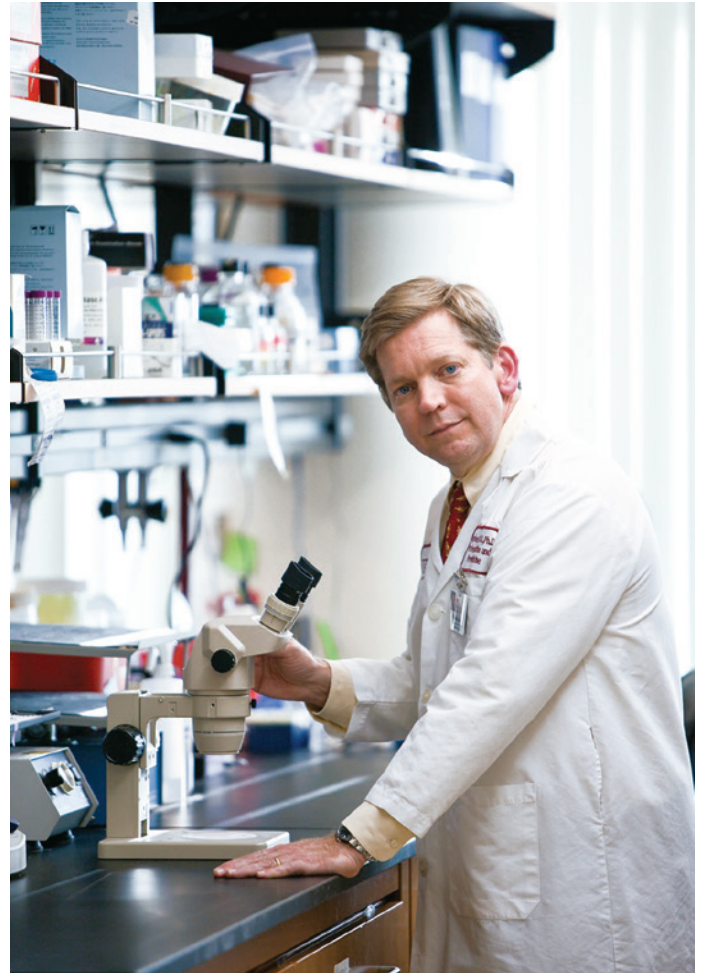
Fittingly, some of the first and most newsworthy of USC's recruitments were in medicine, biology, and health-related fields. Beginning in 2010, USC announced an array of hires in these key areas, and by 2015 it had brought in hundreds of new faculty, clinicians, and researchers to the Keck School of Medicine alone. Significantly, many of these accomplished professionals spanned several departments and were viewed as catalysts for breakthroughs at the intersections and boundaries of different disciplines.

In 2011, acclaimed researcher Stephen Gruber became one of the university's first prominent recruitments in the sciences. He came from the University of Michigan to serve as the director of the USC Norris Comprehensive Cancer Center. Gruber was a master of clinical translational medicine, an area of growing significance in which USC was positioned to excel.

The following year, Andrew P. McMahon arrived from Harvard University. He took on the directorship of the Eli and Edythe Broad Center for Regenerative Medicine and Stem Cell Research at the Keck School of Medicine of USC and became chair of the department of stem-cell biology and regenerative medicine.

When McMahon became open to the idea of leaving Harvard, USC was not the front-runner for his next destination. As he told *The Chronicle of Higher Education*:

Honestly, USC was the dark horse. I had more friends at UCSF, and I knew the institution better. And, of course, Harvard is a great place. But I became more convinced about the potential of USC through talking to the president, the provost, and the dean of the medical school. Stem-cell biology is at a tipping point where all sorts of new science is going to emerge. People are thinking about practical applications. That's been a strength of Harvard's stem-cell institute. And USC is strongly invested in moving research from bench to bedside.



That same year, USC reached across the Southern California region to recruit two new deans.

In April 2012, Pinchas Cohen, the former vice chair for research at the UCLA School of Medicine, was named the dean of the USC Davis School of Gerontology. Cohen's expertise in human development and medical issues surrounding the aging process made him ideally suited to guide a field that is quickly growing in importance.

The following month, USC announced the hiring of Steve A. Kay as the dean of the Dornsife College of Letters, Arts and Sciences. Kay, a member of the National Academy of Sciences, had been the dean of biological sciences at UC San Diego and is widely regarded as one of the world's leading scholars in the study of genes and circadian rhythms.

These early key hires dramatically demonstrated USC's ability to recruit some of the world's best talent from other elite private and public research universities and its intention to be a pacesetter in the crucial frontiers of science and medicine. The new faculty embodied, in words and actions, the scope of USC's academic ambitions.

All the recruitments were also made with cross-campus collaboration in mind. The concept of interdisciplinarity had long been a priority within higher education; but in practice, turf battles, budgets, and egos often prevented true collaboration. At USC, the vast sweep of 19 professional schools and affiliated

Transformative Faculty Recruitments: Science, Medicine, and Technology

Paul Aisen, Director, USC Alzheimer's Therapeutic Research Institute (USC ATRI) in San Diego; Professor of Neurology, Keck School of Medicine

Salman Avestimehr, Associate Professor of Electrical Engineering Systems

Vadim Cherezov, Professor of Chemistry

Pinchas Cohen, William and Sylvia Kugel Dean's Chair in Gerontology, USC Davis School of Gerontology; Executive Director, Ethel Percy Andrus Gerontology Center

Peggy Farnham, Professor and W. M. Keck Chair in Biochemistry and Molecular Biology; Chair of the Department of Biochemistry and Molecular Biology

Valery Fokin, Professor of Chemistry

Scott E. Fraser, Elizabeth Garrett Chair in Convergent Bioscience; Provost Professor of Biological Sciences and Biomedical Engineering

Rick A. Friedman, Professor of Otolaryngology

Gerhard J. Fuchs, Professor of Clinical Urology; Executive Director, USC Institute of Urology (Beverly Hills)

Stephen B. Gruber, H. Leslie Hoffman and Elaine S. Hoffman Chair in Cancer Research; Professor of Medicine and Preventive Medicine, Keck School of Medicine; Director, USC Norris Comprehensive Cancer Center

W. Daniel Hillis, Judge Widney Professor of Engineering and Medicine

Jae U. Jung, Distinguished Professor of Molecular Microbiology and Immunology and Pharmacology and Pharmaceutical Sciences; Fletcher Jones Foundation Chair of Molecular Biology and Immunology; Hastings Foundation Professor of Molecular Microbiology and Immunology

Steve A. Kay, Anna H. Bing Dean's Chair, USC Dornsife College; Professor of Molecular and Computational Biology, Neurology, Physiology, and Biophysics

Peter Kuhn, Dean's Professor of Biological Sciences

Jay R. Lieberman, Professor of Orthopaedics and Biomedical Engineering; Chair of the Department of Orthopaedic Surgery

Andrew P. McMahon, W. M. Keck Provost Professor of Stem Cell Biology and Regenerative Medicine and Biological Sciences; Chair of the Department of Stem Cell Biology and Regenerative Medicine; Director, Eli and Edythe Broad Center for Regenerative Medicine and Stem Cell Research

Laura Mosqueda, Professor of Family Medicine and Geriatrics (Clinical Scholar); Chair of the Department of Family Medicine

John Niparko, Leon J. Tiber and David S. Alpert Chair in Medicine; Professor of Otolaryngology—Head and Neck Surgery; Chair of the Caruso Department of Otolaryngology—Head and Neck Surgery

Jong-Shi Pang, Epstein Family Chair; Professor of Industrial and Systems Engineering

Daniel Pelletier, Professor of Neurology; Eric and Peggy Lieber Chair in Neurology

Bradley Peterson, Professor of Pediatrics and Psychiatry

Oleg Prezhdo, Professor of Chemistry

Larissa Rodriguez, Professor of Urology; Associate Provost for Faculty and Student Initiatives in Health and STEM

Jonathan Samet, Distinguished Professor and Chair of Preventive Medicine; Flora L. Thornton Chair in Preventive Medicine; Director, USC Institute for Global Health

Raymond C. Stevens, Provost Professor of Biological Sciences and Chemistry

Paul M. Thompson, Director, Imaging Genetics Center; Associate Director, USC Mark and Mary Stevens Neuroimaging and Informatics Institute; Professor of Ophthalmology, Neurology, Psychiatry, Radiology, Pediatrics, and Biomedical Engineering

Arthur W. Toga, Director, USC Mark and Mary Stevens Neuroimaging and Informatics Institute; Provost Professor of Ophthalmology, Neurology, Psychiatry and Behavior Sciences, Radiology, and Biomedical Engineering

Rohit Varma, Grace and Emery Beardsley Chair in Ophthalmology; Chair of Ophthalmology; Professor of Ophthalmology and Preventive Medicine; Director, USC Roski Eye Institute

Berislav V. Zlokovic, Professor and Chair of Physiology and Biophysics; Director, Zilkha Neurogenetic Institute

centers had much earlier, by necessity, developed a culture of interdependence. As one professor who had previously worked at Stanford put it, "The ability to work across disciplines is real here—it's just lip service at other places."

When Scott Fraser, an eminent researcher in both biology and engineering at Caltech, announced in late 2012 that he would be moving to USC, it served particular notice that the university was now a destination for preeminent scholars who prized genuine interaction among disciplines.

In a major feature in *The Chronicle of Higher Education*, Fraser explained the process that led him to move from one of the world's most prestigious technical institutes to an up-and-coming university with more academic breadth. He had met with President Nikias and then-Provost Garrett.

"They asked me to dream big, and we talked about ways to get different disciplines to play nicely together. In those sorts of conversations, if they go

Peter Kuhn (left) and Raymond Stevens brought a 50-person team of researchers with them to USC from the Scripps Research Institute in late 2014 to focus on breakthroughs in convergent bioscience.



well, the candidate ends up recruiting himself.” Fraser also said:

USC is among only a handful of universities in the country that have the right range of departments and talents to do this. Caltech was an exceptional think tank and an institute where people could be fearless, but it’s a small place, without a clinical presence. USC offers the possibility, on a single campus, of putting in place a program that could make it effortless for people to move from engineering to medicine or chemistry or whatever it takes to attack and solve a problem.

Fraser noted that he would be bringing a team of about two dozen with him from Caltech, and that he had already begun encouraging top researchers around the globe to join the converging scientific initiatives happening at USC.

The following spring, on a May morning in 2013, the academic and scientific worlds awoke to a seismic shift, when renowned scientists Arthur Toga and Paul Thompson announced that they would be relocating their famed Laboratory of Neuro Imaging to USC from crosstown rival UCLA. They brought with them a large team of world-class neuroscientists—about 110 faculty, researchers, and interdisciplinary staff.

Given the increasing importance of brain science, and the institute’s potential to benefit a number of academic arenas, observers hailed the move as a coup for USC. As a front-page *Los Angeles Times* story observed:

Scientists around the country said the move would further elevate USC, which recently has hired away professors and researchers from Caltech, Harvard, and other prestigious institutions.

“It’s a feather in USC’s cap,” said Dr. Bruce Rosen, director of a biomedical imaging center at Massachusetts General Hospital



in Boston. He described the Toga-Thompson group as perhaps the world's premier lab when it comes to finding insights about the brain in massive amounts of data from scans and genetic tests.

In late 2014, USC recruited Raymond Stevens and Peter Kuhn, two leading scientists from the Scripps Research Institute, and with them, a 50-person team of researchers. Just as Fraser, Toga, and Thompson had seen an opportunity to take their research to a higher level by moving across town, Stevens and Kuhn saw greener academic fields farther up the 5 Freeway from Scripps's La Jolla setting.

In a *Chronicle of Higher Education* feature with the headline "Star by Star, Southern Cal Builds Strength in Bioscience," Stevens explained USC's appeal:

Mr. Stevens says the lure for him, as for many other leading bioscientists, has been Southern California's emphasis on "convergent bioscience," a blend of biology, medicine, biotechnology, and engineering that corrects a trend that has persisted since Leonardo da Vinci drew his "Vitruvian Man" in about 1490: "Since that time, we've been dissecting science more and more and more," to now end up with 130 subdisciplines in medicine, 60 in biology, and 40 in chemistry, he says. "Now is the time to merge and bring all these things back together."

When neuroscience pioneers Arthur Toga (right) and Paul Thompson announced they would bring their Laboratory of Neuro Imaging and its world-class team of 110 researchers from UCLA to USC in 2013, it drew worldwide notice within the academic and scientific communities. The laboratory was later renamed the USC Mark and Mary Stevens Neuroimaging and Informatics Institute, thanks to a \$50 million endowment gift from the university trustee and his wife.

Strength in Numbers

A number of key faculty recruitments involved large-scale hires of teams of scholars—senior and junior faculty, graduate students, and other researchers. The result was the instant establishment of academic strength in pioneering fields that combine aspects of biology, medicine, and engineering.

Andrew P. McMahon, Eli and Edythe Broad Center for Regenerative Medicine and Stem Cell Research: brought 12 researchers to USC

Raymond C. Stevens and Peter Kuhn, Biological Sciences: brought 50 researchers to USC

Paul M. Thompson and Arthur W. Toga, USC Mark and Mary Stevens Neuroimaging and Informatics Institute: brought 110 researchers to USC

Paul Aisen, USC Alzheimer’s Therapeutic Research Institute: brought 30 researchers to USC

And Kuhn told the *Times of San Diego* that the university’s skill in interdisciplinarity made the move a wise one, saying, “USC unites the best of the best, who align on the vision of improving human health.”

The university celebrated another milestone in the summer of 2015, when Paul Aisen, a renowned researcher at UC San Diego, joined USC. He brought with him a team of 30 researchers and staff at the forefront of new approaches to Alzheimer’s treatment. The university proudly announced the establishment of the USC Alzheimer’s Therapeutic Research Institute in San Diego, with Aisen as its founding director and professor of neurology at the Keck School of Medicine.

Creative Sparks: New Hires in the Arts and Humanities

USC’s lauded arts programs, housed mainly in six independent schools, have been key to infusing creative energy into its larger academic community. Accordingly, they were an important part of the university’s recruiting effort.

Michael Tilson Thomas, a two-time graduate of USC’s Thornton School of Music, returned in 2015 in the prestigious role of a Judge Widney Professor. A recipient of the National Medal of Arts, Tilson Thomas was the longtime music director of the San Francisco Symphony, as well as the principal guest conductor of the London Symphony Orchestra, and founder of the New World Symphony. At his alma mater, he would focus on teaching and mentoring students and helping them develop active professional careers.

The academic and art worlds both took note of two prominent



USC hires in 2014—Glenn Dicterow, for many years the concertmaster of the New York Philharmonic, and his wife, Karen Dreyfus, a renowned musician who had taught at the Manhattan School of Music and the Juilliard School. Both brought with them not only enviable track records as professionals but reputations as skilled and inspiring instructors of young talent.

The university recruited the influential choreographer William Forsythe to be a part of the inaugural faculty for the USC Kaufman School of Dance, which welcomed its first class in the fall of 2015. The founder of the famed Forsythe Company dance troupe had deeply influenced ballet and contemporary dance throughout his long career. In his new role, Forsythe would

Glenn Dicterow, former concertmaster of the New York Philharmonic, and Karen Dreyfus, acclaimed violinist and faculty member at the Manhattan School of Music and the Juilliard School, joined the USC faculty in the fall of 2013.

Transformative Faculty Recruitments: Arts and Humanities

Glenn Dicterow, Robert Mann Chair in Strings and Chamber Music; Professor of Violin
William Forsythe, Professor of Dance; Artistic Advisor, USC Choreographic Institute
Jodie Gates, Professor of Dance; Vice Dean and Director, USC Gloria Kaufman School of Dance
Frank Gehry, Judge Widney Professor of Architecture
Dana Gioia, Judge Widney Professor of Poetry and Public Culture
John Hawthorne, Professor of Philosophy
Sherman Jackson, King Faisal Chair in Islamic Thought and Culture; Professor of Religion and American Studies and Ethnicity
Amelia Jones, Robert A. Day Professor of Art and Design; Vice Dean of Critical Studies, USC Roski School of Art and Design
Claudia Rankine, Professor of English; Aerol Arnold Chair of English
Michael Tilson Thomas, Judge Widney Professor of Music
Gabriel Uzquiano Cruz, Professor of Philosophy
Ralph Wedgwood, Professor of Philosophy

USC: Nurturing of Academic Leaders 2010-2015

USC has been proud to nurture excellence in its academic leaders and executives, who are drawn from diverse scholarly disciplines. Many of these extraordinary individuals have gone on to leadership positions at the world's most preeminent universities and institutions.

TOP LEADERSHIP ROLES

Cornell University

Elizabeth Garrett, USC's provost and senior vice president for academic affairs from 2010–2015, became the first female president of Cornell in 2015.



UC Irvine

Howard Gillman, former USC vice provost and dean of USC Dornsife College, became the chancellor of UC Irvine in 2014.



Lewis & Clark College

Barry Glassner, former USC executive vice provost and professor of sociology, became the president of Lewis & Clark College in 2010.



Boston University

Jean Morrison, former USC vice provost for academic affairs, was named Boston University's provost and chief academic officer in 2011.



LEADERS IN ADVANCEMENT

American University: Courtney Surls, former USC vice president of development, was named vice president for development and alumni relations at American University in 2015.

Baylor University: David Rosselli, previously an executive director of development at USC, became vice president for university development at Baylor in 2015.

Carnegie Mellon University: Scott Mory, former director of USC's *Fas Regna Trojae* campaign, was appointed vice president for university advancement at CMU in 2015.

London School of Economics: Chris Yates, former USC advancement executive, became the director of LSE advancement in 2014.

MIT: Julie Lucas, former USC advancement executive, became vice president for resource development at MIT in 2014.

LEADERS IN ATHLETICS

Villanova University: Mark Jackson, formerly USC's senior associate director of athletics and chief innovation officer, was appointed director of athletics of Villanova in 2015.

Rutgers University: Paul Perrier, former USC associate vice president for athletic compliance, became senior associate athletic director/chief compliance officer at Rutgers in 2015.

University of Arizona: Kevin Sargent, formerly USC's director of athletic compliance, became UA's associate director of athletics for compliance in 2015.

teach undergraduates and also work with graduate students in the innovative International Artist Fellowship Program.

USC welcomed Christina Yu Yu, the former curator of Chinese and Korean art at the Los Angeles County Museum of Art (LACMA), to the director position at the USC Pacific Asia Museum in June of 2014. The *Los Angeles Times* published a major feature on Dr. Yu, noting the university's intentions to raise the museum to a higher level of influence and impact than before.

Within the humanities, USC's School of Philosophy showed explosive academic growth, thanks to several strategic "cluster" hires. It reached top-ten status in the view of many observers, with *Inside Higher Ed* reporting that on one well-respected ranking of graduate philosophy programs in 2013, the department had risen 35 places.

USC has recruited world-class faculty in recent years from virtually every field. Clockwise from top left: choreographer William Forsythe, one of the first professors at the USC Glorja Kaufman School of Dance; Dana Gioia, Widney Professor of Poetry and Public Culture; Dana Goldman, Leonard D. Schaeffer Chair and Director of the USC Schaeffer Center for Health Policy and Economics, with President Nikias; Jacob Soll, professor of history and accounting; and Paul Aisen, founding director of the USC Alzheimer's Therapeutic Research Institute.

Research of Consequence: New Hires in the Social Sciences and Professions

USC set out to be a template for high-impact, practical research in the social sciences and professions. Its leadership sought to bring a fresh approach to scholarship in these areas, to meaningfully inform policy makers, the media, and the general public as they work to find solutions to pressing challenges in the era of globalization. Accordingly, the university dramatically enhanced the influence and prominence of its social science and professional enterprises, including a number of key faculty additions.

Consistent with its overall strategy, USC made some of its high-level hires in this realm with an eye toward connecting the social sciences with the larger academic enterprise. Health economics was a significant example. Just as the university had announced its intention to increase its role in medicine and patient care, it was determined to play a larger role in the public-policy discussions that shape the development and delivery of health and medical services.

Toward that end, USC recruited the internationally acclaimed health economist Dana Goldman in 2009. Goldman previously worked at the RAND Corporation as the Distinguished Chair in Health Economics, directing its program in economics, finance, and organization while also serving on

Transformative Faculty Recruitments: Social Sciences and the Professions

Willow Bay, Professor of Professional Practice of Journalism; Director, USC School of Journalism

Dana Goldman, Leonard D. Schaeffer Director's Chair, USC Schaeffer Center for Health Policy and Economics; Professor of Public Policy, Pharmacy, and Economics

Andrew Guzman, Professor of Law; Carl Mason Franklin Dean's Chair in Law; Dean, USC Gould School of Law

James J. Heckman, Presidential Scholar-in-Residence, USC Schaeffer Center for Health Policy and Economics

Arie Kapteyn, Professor of Economics; Director, Center for Economic and Social Research

Daphna Oyserman, Dean's Professor of Psychology; Professor of Psychology, Education, and Communication

Norbert Schwarz, Provost Professor of Psychology and Marketing

Robert Shrum, Carmen H. and Louis Warschaw Chair in Practical Politics; Professor of the Practice of Political Science

Jacob Soll, Professor of History and Accounting

Arthur A. Stone, Professor of Psychology



the faculty of health services and radiology at UCLA. He now holds the titles of professor and the Leonard D. Schaeffer Director's Chair at USC. A team of other RAND scholars eventually joined Goldman at the USC Schaeffer Center in order to advance its mission to "measurably improve value in health through evidence based policy solutions, research excellence, transformative education, and private and public sector engagement."

Those key additions helped pave the way for future successes, such as the recruitment of the Nobel laureate economist Daniel McFadden from UC Berkeley in 2011. At USC, he was appointed to a Presidential Professorship of Health Economics, with joint positions at the USC Sol Price School of Public Policy and the department of economics within the Dornsife College.



President Nikias chats with Solomon Golomb, USC's acclaimed professor of engineering and mathematics. Golomb, who joined USC in 1963, is a University and Distinguished Professor, the Andrew and Erna Viterbi Chair in Communications, and a winner of the National Medal of Science.

McFadden and his colleague James Heckman had received the Nobel Prize in Economics in 2000 for their analysis of consumer behavior and its implications for public policy. Heckman was later named a Presidential Scholar-in-Residence at USC, in June 2015.

In another gain in the economics field, Jacob Soll joined the Trojans from Rutgers University in 2012. One of the world's most respected authorities on the emergence of the modern state and economic systems, he received joint appointments in the USC Leventhal School of Accounting and the Dornsife College history department. At Rutgers, Soll had been the winner of a \$500,000 MacArthur Grant in 2011 for "opening up new fields of inquiry and elucidating how modern governments came into being." He has also been honored with a Guggenheim Fellowship, a Braudel Fellowship, a Jacques Barzun Prize in Cultural History, and a National Endowment for the Humanities Fellowship.

In 2014, USC recruited political luminary Robert Shrum as the inaugural Carmen H. and Louis Warschaw Chair in Practical Politics at the Dornsife College. The four-decade veteran of national politics came with a mission to engage students with opportunities to impact society—by working alongside public figures, elected officials, and campaigns spanning the ideological spectrum. "I think that we have one of the strongest political science departments in the country. But I also think our students need the tools to translate theory into action," Dean Steve A. Kay said of the appointment. "I believe Bob Shrum's experience and connections will serve to inspire students and to invigorate the department. I could not imagine anyone better to fill the Warschaw Chair and provide national recognition for our student programs in practical politics."

Raising the Profile: New Honors for Current Faculty

USC's shimmering constellations of new faculty superstars drew the eyes of the academic world. But strengthening its scholarly community required an

Increased Recognition for Top Faculty

In recent years, USC developed or expanded a number of designations recognizing special roles played by some of its most renowned and productive faculty—both current members and new recruits.

Provost Professors

A number of Provost Professorships were awarded by the provost to outstanding scholars who contribute to USC's culture of interdisciplinary research and education, and help attract high-level talent at the faculty and graduate student level.

New Appointments as of 2015:

Kate Flint, Provost Professor of English and Art History

Scott Fraser, Provost Professor of Biological Sciences and Biomedical Engineering

Henry Jenkins, Provost Professor of Communication, Journalism, and Cinematic Arts

Michael Kahn, Provost Professor of Medicine and Pharmacy

Pat Levitt, W. M. Keck Provost Professor of Neurogenetics, Neuroscience, Psychiatry, and Pharmacy

Andrew P. McMahon, W. M. Keck Provost Professor of Stem Cell Biology and Regenerative Medicine and Biological Sciences

Terence Sanger, Provost Associate Professor of Biomedical Engineering, Neurology, and Biokinesiology and Physical Therapy

Norbert Schwarz, Provost Professor of Psychology and Marketing

Raymond C. Stevens, Provost Professor of Biological Sciences and Chemistry

Arthur W. Toga, Provost Professor of Ophthalmology, Neurology, Psychiatry and the Behavioral Sciences, Radiology, and Biomedical Engineering

William Vega, Provost Professor of Social Work, Preventive Medicine, Psychiatry, Family Medicine, and Gerontology

Gary Watson, Provost Professor of Philosophy and Law

Wendy Wood, Provost Professor of Psychology and Business

Judge Widney Professors

Judge Widney Professorships are reserved for "eminent individuals from the arts, sciences, professions, business, and community and national leadership."

New Appointments as of 2015:

Frank Gehry, Judge Widney Professor of Architecture

Dana Gioia, Judge Widney Professor of Poetry and Public Culture

Daniel Hillis, Judge Widney Professor of Engineering and Medicine

Ray Irani, Judge Widney Professor of Chemical Engineering and Chemistry

General David Petraeus, Judge Widney Professor

Leonard Schaeffer, Judge Widney Professor and Chair

Ronald Sugar, Judge Widney Professor of Management and Technology

Michael Tilson Thomas, Judge Widney Professor of Music

Presidential Appointments

These special appointments were made by the university president to recognize figures of global stature who are now contributing to the USC academic community.

New Appointments as of 2015:

Murray Gell-Mann, Presidential Professor of Physics and Medicine

James Heckman, Presidential Scholar-in-Residence

Daniel McFadden, Presidential Professor of Health Economics

Gov. Arnold Schwarzenegger, Governor Downey Professor of State and Global Policy

equal commitment to supporting and promoting the work of the exceptional talents already on campus. To achieve these goals, the provost created a vice-provost position that would mentor scholars and lobby for external recognition and awards. In addition, USC's Office of Research Advancement, located just a few blocks from Capitol Hill in Washington, D.C., stepped up its efforts to aid the university's scholars fight for an increased share of the national research pie, helping to garner tens of millions of dollars in additional funding from federal agencies. Internally, millions of dollars in USC central administrative funding were directed to incentivize promising faculty work. Overall, the university was placing an increased priority on showcasing the work and legacies of its luminaries. The efforts very soon began to pay off, with accolades and press notices of USC faculty across all disciplines.

Honors in Science and Medicine

When Professor Arieh Warshel of the Dornsife College of Letters, Arts and Sciences won the 2013 Nobel Prize in Chemistry, it was a meaningful achievement for the university's academic community and larger Trojan Family. Warshel had spent decades at USC, and the prize validated the work that was performed daily on its campuses.

Just a few years earlier, there had been only one Nobel laureate on the USC faculty: George Olah, winner of the 1994 Nobel Prize in Chemistry. By 2015, there were five—an impressive increase by any measure.

Olah and his colleague G. K. Surya Prakash, both professors in the Dornsife College, were also honored in 2013, when they received the Eric and Sheila Samson Prime Minister's Prize for Innovation in Alternative Fuels for Transportation from the State of Israel. The \$1 million prize recognized their pioneering research in advancing methanol markets and their work in developing viable emerging energy sources.

In the same year, University Professor and Distinguished Professor Solomon Golomb, a faculty member in the USC Viterbi School's Ming Hsieh Department of Electrical Engineering, was presented with the nation's highest honor for scientific innovation, the National Medal of Science, at the White House. And the academic community celebrated the election of 15 USC faculty to the American Association for the Advancement of Science. These members came from both of the university's major campuses, representing the Dornsife College, the Viterbi School of Engineering, the Keck School of Medicine, and the Davis School of Gerontology.

Professor Jae U. Jung, chair of the department of molecular microbiology and immunology, received South Korea's 2012 Ho-Am Prize in Medicine, one of that nation's highest honors. Jung, who came to USC in 2007 from Harvard Medical School, has become a preeminent expert in the molecular biology of gamma-herpes viruses and their gene products as they relate to biochemistry, cell biology, and immunology.

News outlets around the world in 2013 and 2014 featured Professor Mark Humayun's breakthrough research that was paving the way to partially restore sight to the blind in some circumstances. The work of Humayun's team was a collaboration between engineering, biology, and medicine—a tangible



Arieh Warshel receives the 2013 Nobel Prize in Chemistry from King Carl XVI Gustaf of Sweden in Stockholm. A member of USC's faculty for four decades, Warshel developed computational models to simulate and explore a vast range of complex chemical and biological interactions.



sign of the miracles within reach of USC's academic community.

Continuing throughout 2014, honors and recognition for USC faculty were in no small supply. *Los Angeles Magazine* hailed Professor Roberta Diaz Brinton—the R. Pete Vanderveen Chair in Therapeutic Discovery and Development at the USC School of Pharmacy—as its “Woman of the Year,” in honor of her groundbreaking research into Alzheimer’s disease. Brinton developed two compounds, currently in clinical trials, that have extraordinary potential to address this progressive condition, which currently afflicts more than 5 million people in the United States alone.

That year three USC Viterbi faculty were included on the prestigious *MIT Technology Review*’s list of “Innovators Under 35”: Professor George Ban-Weiss, as a humanitarian who has contributed to climate research; Professor Megan McCain, as an innovator who advances personalized cardiac



medicines; and Professor Maryam Shanechi, as a pioneer who uses control theory to understand the brain.

That same year, *Fortune* magazine included Professor Tracy Fullerton on its list of “Ten Powerful Women in Video Games.” Professor Vaughn Starnes made *The Hollywood Reporter’s* list of “Hollywood’s Top Doctors” in the area of thoracic and cardiovascular surgery. And *Popular Science* included Professor Andrea Armani among the year’s “Brilliant Ten,” recognizing her passionate pursuit of innovation and her contributions to scientific discovery, notably through sensors she developed that function like an optical tuning fork and may help detect extremely elusive traces of disease.

Honors in the Arts and Humanities

Acclaimed historian Kevin Starr of the Dornsife College of Letters, Arts and Sciences received the Robert Kirsch Award for Lifetime Achievement at the 2013 *Los Angeles Times* Book Prizes. Starr had previously received numerous



Broadcast journalist and new-media innovator Willow Bay stands before the state-of-the-art Jacki and Gilbert Cisneros Assignment Desk in the Julie Chen/Leslie Moonves and CBS Media Center. Bay arrived in 2014 to serve as director of the USC School of Journalism within the USC Annenberg School for Communication and Journalism.



Tracy Fullerton, professor of cinematic arts and director of the USC Game Innovation Lab, gained international acclaim for her work as a game designer, entrepreneur, and the author of *Game Design Workshop*, a text on game design used around the world.

honors, including the National Humanities Medal in a ceremony at the White House. In 2015, the Robert Kirsch Award went to renowned novelist T. C. Boyle, a writer in residence and Distinguished Professor Emeritus of English at USC.

In 2012, highly prestigious Guggenheim Fellowships were awarded to Stanya Kahn, adjunct faculty at the Roski School of Art and Design, and Brighde Mullins, director of the Master of Professional Writing program at the Dornsife College. Violinist Midori Goto of the Thornton School of Music, already one of the jewels in USC's arts crown, was elected to the American Academy of Arts and Sciences in 2013. The following year, the Los Angeles Master Chorale offered a major performance tribute to USC Distinguished Professor Morten Lauridsen, a 2007 National Medal of Arts winner whose seminal works include "O Magnum Mysterium."

The *Los Angeles Times* spotlighted many other USC faculty in the arts, including a profile on theater legend Gordon Davidson (the founder of the Mark Taper Forum and former artistic director of Center Theatre Group) and actor and writer Eric Trules. Together they taught a semester-long seminar at the USC School of Dramatic Arts.

Academy Award-winning cinematic arts professor Paul Debevec, who



helped create a new visual language in the movie *Avatar*, continued to gain acclaim. A notable example was an in-depth 2014 piece in *The New Yorker* on his work at the USC Institute for Creative Technologies, examining the pioneering use of animation techniques and the creation of lifelike digital models.

And legendary School of Cinematic Arts alumnus and benefactor George Lucas, who now holds a presidential appointment on the USC faculty, received the National Medal of Arts in a White House ceremony in 2013.

Honors in Social Sciences and Professions

University Professor Manuel Castells received Norway's 2012 Holberg International Memorial Prize, a \$775,000 award that recognizes outstanding



At the 2014 USC-Stanford football game, the university honored members of its academic community who have won National Medals of Distinction, which are awarded at the White House. From left: then-Provost Elizabeth Garrett, University Professor Kevin Starr, alumnus and Trustee Andrew Viterbi, Distinguished Professor Morten Lauridsen, University and Distinguished Professor Solomon Golomb, and President Nikias.



University Professor Manuel Castells, here with President Nikias, is the world's most cited scholar in the field of communications. In 2012, he received Norway's Holberg International Memorial Prize, one of academia's most prestigious awards.

scholarly work in the arts and humanities, social sciences, law, and theology. Castells is the most cited communication scholar in the world, and holds the Wallis Annenberg Chair of Communication Technology and Society at USC. The award committee, calling him the "leading sociologist of the city and new information and media technologies," recognized him for work completed entirely during his tenure at USC, which began in 2003.

Ernest J. Wilson III, dean of the Annenberg School for Communication and Journalism, has been active in guiding diplomacy and policy development at the national and international levels. In 2012, he was elected a member of the American Academy of Arts and Sciences, bringing the number of living AAAS Fellows among the USC faculty to 27, in addition to five members on the university's Board of Trustees.

Fittingly, an array of media outlets reported on the 2014 appointment of the new director of the Annenberg School of Journalism: Willow Bay, a veteran television news anchor and *Huffington Post* executive. Coverage noted that she came to the school just as it was opening Wallis Annenberg Hall, an 88,000-square-foot facility designed to reinvent journalism for the next era.

Also in that year, then-Provost Elizabeth Garrett was elected to the governing body of the American Law Institute, a prominent organization that promotes legal reform and advocates for improvements in the law. An elected

In 2014, Ginger Clark, associate professor of clinical education in the Rossier School of Education, became the first faculty member outside the traditional tenure track to preside over the USC Academic Senate. Her election reflected the expanding role of these scholars in the life and governance of the larger academic community.

member of the ALI since 2008, she became the only university provost on the council at the time. Not long afterward, Garrett was named president-elect of Cornell University.

Encouraging Excellence in Junior Faculty

At the same time USC's leadership was seeking to support and boost the work of its senior faculty, the Office of the Provost expanded campus-wide efforts to nurture scholarship and research by junior and underrepresented faculty members.

Among such initiatives, the Provost's Assistant Professor Fellowship provides crucial one-year funds to support junior faculty members' work ahead of their tenure review, also with an eye on assisting candidates from underrepresented backgrounds. And the Center for Excellence in Teaching offers both junior and senior faculty in every discipline resources to improve methods for teaching in a learner-centered environment.

Many USC faculty members in the early stages of their careers have received recent accolades:

- Gian-Maria Annovi, assistant professor of French and Italian and gender studies, received a grant in 2015 from the Creative Capital/Andy Warhol Foundation Arts Writers Grant Program.
- Sabela Grimes, assistant professor of practice in dance, was named a 2014 United States Artists Rockefeller Fellow.
- Sarah Gualtieri, associate professor of American studies and ethnicity, history, and Middle East studies, was named a National Endowment for the Humanities Fellow in 2015.
- Hao Li, assistant professor of computer science, was named to *MIT Technology Review's* "35 Innovators Under 35" list in 2013.
- Megan Luke, assistant professor of art history, received the 2015 Robert Motherwell Book Award.
- Ellis Meng, professor and chair of biomedical engineering, was recognized in 2009 as one of *MIT Technology Review's* "35 Innovators Under 35." She also was a recipient of the National Science Foundation CAREER and Wallace H. Coulter Foundation Early Career awards.



- Viet Thanh Nguyen, associate professor of English, American studies, and ethnicity, received the 2015 Center for Fiction First Novel Prize.
- Olu Orange, adjunct assistant professor of political science, received a 2015 *California Lawyer* Attorney of the Year (CLAY) Award.
- Jennifer Swift, associate professor of spatial sciences, was a 2015–2016 inductee into the VIP Woman of the Year Circle of the National Association of Professional Women.

Approaching Critical Mass

Since 2010, Nikias had spoken of strengthening USC's academic enterprise in a variety of metaphors—for instance, completing a metamorphosis, achieving critical mass, increasing the university's gravitas, and bringing new opportunities into its orbit. The common theme involved the notion that a bold, urgent yet strategic approach could change the game rapidly. It would allow for dramatic academic progress, in which the whole would exceed the constituent pieces in scope, scale, and impact. Within a few short years, the evolving profile of the faculty hinted that massive transformation—and that elusive critical mass—was within reach.