Good Morning everyone!

It is my great pleasure to welcome each of you to this breakfast. I’m so pleased to see many members of our Athenian Society and other special friends here today to learn about our accomplishments this past year, and our vision and goals for the years ahead.

We hear repeatedly across campus these days that "The Price School is on the move," or “the Price School is hot." (No really, I’ve actually heard this! Even the Provost herself told me the Price School undergraduate program is hot.)
Two weeks ago, a dean at a university in Seoul, Korea, whom I visited, told me, “The Price School is becoming very prominent.”

My favorite, though, is the guard at the gate into USC, who said to me as I drove onto campus, “Oh, Hi dean Knott, the Price School, a very good school.”

And they are right. Distinctive progress in our fundraising initiative and in our academic programs, the achievements of our faculty and students, and the accomplishments of our alumni have significantly furthered the reputation and impact of the Price School this past year.

Our international initiatives, media presence, and engagement programs also have advanced the Price School brand and expanded the influence of our faculty as experts on many issues facing our world today.

And all of you have heard the saying that it takes a village to raise a child. Well, it takes a caring and committed community of people to build and support an outstanding school, like USC Price.

None of this would be possible without the support of each of you in this room, and I thank all of you, including the Price School faculty, staff, and students, donors, friends of the school, alumni, and parents for yet another year of unprecedented dedication and hard work.

I would like to begin this morning by highlighting the exciting accomplishments we have had this past year, beginning with our Fundraising Initiative. I will conclude with our goals for this coming year and vision for the future.
Accomplishments

The Price School Fundraising Initiative

In 2012-13, the Price School built on the momentum established by the naming gift and endowment received from the Price Family Charitable Fund.

To-date the School has secured approximately $98 million toward our Campaign goal of $150 million, making the Price School’s initiative so far one of the most successful on campus.

We formally launched the Price School’s fundraising initiative, titled *Investing in Excellence and Impact*, last November at our annual Guardian Awards dinner. It was a magnificent, well-attended, high-energy event. And we were very proud to honor Leonard Schaeffer, Leo Chu, and Aaron Sorkin as our Guardian awardees.

A major development this past year was the funding for two exciting
research centers that are substantially increasing our research capacity, visibility, and impact on key public policy issues.

In August, 2012, we received a multi-million dollar gift from Arnold Schwarzenegger to establish the USC Schwarzenegger Institute for State and Global Policy. It focuses on the responsibility of leaders to transcend partisanship for the benefit of the people they serve. Its inaugural event proved the power of this focus by bringing together prominent Republican and Democrat lawmakers to discuss how to work together to advance our economy and society.

Last fall, Price School Board of Councilors member Leonard Schaeffer endowed the USC Leonard D. Schaeffer Center for Health Policy and Economics with a transformative gift of $24.4 million. The Schaeffer Center is a joint center between the Price School and the USC School of Pharmacy, and is a tremendous source of pride for us.

This year we have also received major gifts supporting our academic programs. David Dollinger generously endowed the newly named Dollinger Master of Real Estate Development program with a gift of $10 million. This gift broke new ground as our only degree program that is named for an
individual -- at least for now. David is an alumnus of the program’s inaugural class and enjoys interacting with current MRED students.

We also established the “Partnership for the Study of George Washington” at Mount Vernon with the Fred W. Smith National Library, thanks to a generous $1 million gift from Maribeth Borthwick. Through this gift, Price School students and faculty will have opportunities to better understand George Washington’s impact and relevance for today as a leader, policy maker, and urban planner.

We also honored Stan Ross, in celebration of the 20th anniversary of the Ross Minority Program in Real Estate as part of the USC Lusk Center for Real Estate’s ongoing endowment campaign. The Ross Minority program was launched following the civil unrest in Los Angeles in 1992, to increase diversity among future leaders in real estate. This event raised more than $1 million.

While these gifts are hugely important, we cannot achieve our fundraising goals to support our mission without a broad base of financial support and volunteer engagement.

This year we identified and recruited four new, outstanding members to the Price School Board of Councilors. We also appointed a new board
chairperson, Kevin McCarthy, Senior Vice President at Majestic Realty Company, who this coming year will play a more significant leadership role on the board and in the School’s ongoing campaign. And we heartily thank Jeff Miller, the outgoing chair, for his many years of excellent service.

This year we also further invigorated the School’s premier support group, the Athenian Society, expanding the volunteer Leadership Council of the Society from 7 to 15. We also added 52 new members, and the total amount of contributions from Society members through the year totaled $418,000.

In addition, the Price School’s Alumni Board chose to each make a personal financial commitment to the School a part of their board service.

Many of our centers and academic programs also have advisory boards. This year, we launched the METRANS Associates program, designed to engage corporate support for the METRANS Transportation Center and its work; we have secured $220,000 in Associate sponsorships so far.

In addition, the Center for Philanthropy and Public Policy also has received major financial and volunteer support from its advisory board, securing almost $1.2 million in gifts and sponsorships.

Each of these gifts, whether large or small, serves to strengthen the mission of our school, a mission that our namesake, Sol Price, also fully embraced: to improve the quality of life for people and their communities.
Essential to our school’s mission is top quality faculty and the research they conduct on important issues. I’d now like to touch on a few research highlights and faculty accomplishments.

Accomplishments: Research and Faculty
The Price School’s sponsored research portfolio has grown exponentially to a current all-time high of over $41 million dollars.

Among several grants this past year, we secured a $3.7 million dollar grant from the Volvo Research and Education Foundation in Sweden, to establish a Center of Excellence on urban freight transportation. I congratulate Senior Associate Dean Genevieve Giuliano for serving as the principal investigator on this award.

The research generated by the Schaeffer Center for Health Policy and Economics continues to grow along with its direct impact on policy. President Obama’s recent Economic Report cited the center’s work on cancer care and a study exploring the overuse of expensive medical technologies.
This year, our new Sol Price Center for Social Innovation funded several faculty research projects, including a project in city Heights San Diego on access to healthy food for low-income residents. And this fall, we will launch the Ross Minority Program in Real Estate in City Heights, in partnership with the Lusk Center and the Price Family Charitable Fund.

In addition to research generated by our Centers and Institutes, individual faculty members published numerous journal articles, making significant contributions to scholarship.

One example is research conducted by Dowell Myers that provided insight into how California’s declining child population, coupled with a large wave of baby boom retirees, will pose significant challenges for the state’s economic and fiscal future.

Price faculty also published several books. Among them The Political Economy of Public Sector Governance by Anthony Bertelli and Enhancing China’s Governing Capacity by Shui-Yan Tang.

Hilda Blanco, the Director of the Center for Sustainable Cities, served as lead author of the National Climate Assessment Report for the Southwest region, a sobering scientific assessment of the impact of climate change. The final report will be delivered to President Obama later this year.
Some of our faculty also received prominent awards and appointments. Janet Denhardt was elected a fellow of the National Academy of Public Administration and received the nationally recognized Charles Levine Memorial Award for Excellence in Public Administration.

Gary Painter was recently elected president of the prestigious American Real Estate and Urban Economics Association, and this past fall I was elected as president of the National Association of Schools of Public Affairs and Administration.

We also had an excellent year in recruitment of new faculty. We successfully recruited Robert Denhardt, one of the most well known scholars in public administration and leadership, to serve as the new director of our Master of Leadership (EML) program.

In addition, we hired some outstanding new faculty, including assistant professor in public policy, Pamela McCann, from the University of Washington; Associate Professor Emma Aguilar from the Rand Corporation into a 50-50 joint appointment with the USC School of Social Work; and Associate Professor Annette Kim from MIT to serve as the faculty director of our planned Spatial and Visual Analysis Lab.

I also want to recognize Nancy Staudt, the Academic Director of the Schwarzenegger Institute, who has a joint appointment in the Gould School of Law and the Price School.

As of this year, we have added seven teaching faculty members who are individuals well trained in our fields and who exhibit a passionate
commitment to teaching. We also have eight research faculty members, all of whom are active publishing scholars supported by research grants through our research centers.

And of course, Governor Arnold Schwarzenegger received an appointment as the John Downey Professor at USC with his primary responsibilities focused on the Schwarzenegger Institute and the Price School.

And, finally, I’d like to mention that General David Petraeus is USC’s latest Judge Widney Professor. His faculty appointment includes an affiliation with the Price School. The photo here (smile), shows the 65 year old general winning a push-up contest in Lewis Hall, after being challenged by one of our young ROTC students.

**Accomplishments: Academic Programs**

Now I’d like to turn to accomplishments in our academic programs, with a special emphasis on our online and hybrid programs.

The Price School is a national leader in online professional education, with our main competitor public policy schools only now just beginning to enter the market.
We have completed the second year of our new online Master of Public Administration (MPA), and we graduated our first class in May. Many online students attended the USC commencement and met face to face for the first time. The quality of the online students matches our residential students, although they tend to be older and employed.

This fall, we launched a completely revamped online Executive Master of Health Administration (EMHA) degree, targeted at upper level health care executives. The initial class of students is of extremely high quality.

We have also added our first three, full-time, teaching faculty who are not resident in Los Angeles to support our online programs. In addition, the Price School uses innovative technology throughout the curriculum, including 13 online courses for our residential students. We have developed mobile technology that allows us to connect online with students around the globe from any classroom at USC. And the new techniques and methods used online can now be used to enhance the teaching by our faculty of our residential students.

Accomplishments: Students

Price students remain a great source of pride for our entire community. Not only do they need to meet very high academic standards to be admitted, each one possesses an earnest commitment and strong ambition to shape our world for the better.
This year, a group of our master’s students reached the regional finals for the Hult Prize, the world’s largest student competition to promote social good. As regional finalists, the students competed in Shanghai, China with a project aimed at solving world hunger, after beating out more than 10,000 applicants representing over 350 colleges and universities globally.

Another group of Price students won 1st place in the Western Region finals of the highly competitive national Policy Solutions Challenge USA.

Price Master of Health Administration students took home 1st place at the American College of Healthcare Executives 2013 College Bowl.

And this year, our real estate students took home the coveted “Silver Shovel” at the Southern California Commercial Real Estate Development Association’s USC vs. UCLA Real Estate Challenge.
Finally, one of our recent undergraduates, Bryshon Nellum, was chosen to carry the U.S. flag at the closing ceremonies of the 2012 Olympics in London, where he also won a silver medal in track – a remarkable accomplishment in and of itself. But his winning performance followed a long rehabilitation process after suffering from gunshot wounds to his legs in 2008 – and a prognosis of never running competitively again. He was an inspiration to all of us, and we are proud to call him a Price School alumnus.

**Accomplishments: Global Reach**

For decades, the Price School has pursued a strategy of international engagement that expands our impact through collaborative research, global opportunities for our students, and access to high-quality applicants abroad.

This past year, we signed a Memorandum of Understanding with the State of Sao Paulo, Brazil to engage in joint research and educational opportunities.
And the Bedrosian Center on Governance and the Public Enterprise spearheaded a partnership with India’s Emergent Institute to launch an exchange program between government leaders in California and the Indian state of Karnataka.

At the USC Global Conference in Korea, I led a panel on the topic of democratic governance reform and the emergence of civil society in Korea and Asia.

This past November, I was invited to deliver the keynote address at the Lien China Development Forum in Beijing, with more than 150 senior government officials and media representatives in attendance. I discussed democratic reform and corruption, drawing parallels between contemporary China and the Progressive Era in the U.S.
The Price School also hosted international labs for our students this past year in Brazil.

In India

And, in Japan

While I am incredibly proud of our international work, and the work of our faculty and students, I also want to underscore the Price School’s mission to impact the public dialogue.

Gaining attention in the news media is an important avenue for this kind of broader societal impact.

Accomplishments: Media Outreach
This year we engaged in a number of high profile events and projects to raise the visibility and brand of the Price School locally, nationally, and internationally.
We partnered with KNBC, KPCC, and Telemundo on a mayoral debate carried live on all of the three partner stations and covered by many local and national media outlets. I participated on the panel asking questions and (smile) both candidates mentioned afterwards what a pleasure it was to hear questions from someone with a comprehensive understanding of the issues that only a university would have.

We also partnered with the LA Times to conduct a series of polls covering the mayoral race and related issues, which brought the Price School's name not only near the masthead of the Sunday LA Times, but across the country including the Washington Post and the National Journal.

Numerous Price School faculty provided expertise to the news media this past year, garnering more than 700 media mentions in almost every national and local media outlet, from the *Wall Street Journal*, the *New York Times*, and the *Washington Post*, to *USA Today*, and the *Chicago Tribune*, among many others. Broadcast media included CNN, CBS News, ABC World News,
C-SPAN and American Public Media. We also reached several international news outlets.

Our faculty also placed nearly 20 op-eds, including one by Roberto Suro, director of our Tomas Rivera Policy Institute, published on-line and in the *Washington Post* Sunday Outlook section. Faculty placed two op-eds in the *New York Times*, and several other prestigious papers.

CNN’s The Next List, which profiles visionaries and agents of change, featured two Price School undergraduate students for their game-changing “M.U.R.A.L. Project L.A.” I would like to note that the only other students featured on that show were from Dartmouth, Vanderbilt, and MIT.

We also expanded our media presence through live tweeting at some of our events, including the widely publicized Schwarzenegger Institute’s Immigration Reform forum that brought together Senators John McCain and Michael Bennett, and former Mexico President Vicente Fox. The live Web cast of that event was viewed internationally in 55 countries, across 5 continents.
Accomplishments: Knowledge in action
Finally, one of the Price School’s signature traits is turning knowledge-into-action. We engage the public, practitioners and policy makers directly – to impact the dialogue of the world.

The Price School’s Erroll Southers, and Associate Director of Research for CREATE, testified before the House Committee on Homeland Security in the wake of the Boston Bombings.

Professors Raphael Bostic, director of the Bedrosian Center on Governance, and Richard Green, director of the Lusk Center for Real Estate, testified at a joint hearing for the State Assembly Committee on Housing and Community Development and the Committee on Revenue and Taxation, in Sacramento.

Professor Jim Ferris, Director of the Center for Philanthropy and Public Policy, spoke at the White House to representatives of 30 different federal agencies on government and philanthropy.
The Price School’s twelve research centers often cross-pollinate their expertise and one recent example is the Center for Sustainable Cities and the Schwarzenegger Institute providing a forum for prominent national experts to comment on the National Climate Assessment Report I mentioned earlier.

And our METRANS Transportation Center and the Bedrosian Center on Governance collaborated to provide a forum for discussion on local transportation issues featuring Los Angeles outgoing mayor, Antonio Villaraigosa.

And just last week, Senior Associate Dean, Genevieve Giuliano, was appointed to the National Freight Advisory Commission, mandated in the congressional bill to develop a national freight policy. This is an appointment made by the Secretary of the U.S. Department of Transportation.

Accomplishments: Wrap-up
All of the Price School’s achievements – including the many that I did not have time to mention this morning – point to our relevance to the important issues facing our country and the world. And these many accomplishments stem from the academic excellence of our faculty and research centers, the high quality of our students, and the enthusiasm and dedication of our alumni, donors, and friends.

Goals for next year

Let me conclude with a few words about our goals for next year for the further development of the school.

Overall, our goal for 2013-14 is to accelerate the momentum we have achieved this past year toward becoming a great global center for public policy, planning, and development, with the ultimate goal to shape our world for the better in a real and meaningful way.

We have been blessed that many remarkable individuals have given their finances, talent and time to support our school. In just the past two years, we have received truly extraordinary, major investments in our school from prominent individuals. And, we have seen an expanded broad base of support at all levels of giving and volunteer commitment.

As USC President Max Nikias said, “Achieving our ambitious goals will require unprecedented support (from donors) at all levels throughout the entire Trojan Family.” And we are beginning to make that unprecedented support a reality for our school!
So, let me conclude with a few comments on our fundraising and academic goals for 2013-14.

We will continue to focus on four core elements of our fundraising and academic initiative: 1) recruiting transformative faculty and retaining our star faculty; 2) supporting an outstanding and diverse student body; 3) developing innovative research and outreach programs, and 4) expanding our global presence.

One of our highest priorities over the next few years is to increase the size and quality of our tenure track faculty. An outstanding faculty is the key to our reputation and impact, both for the students and the broader society. **Endowed chairs, professorships, and faculty resources** are essential to recruiting these transformative faculty members and retaining our top faculty stars.

A **second top priority** is continued support for our students. This coming year we will focus a major effort on the Undergraduate Program, which is a hidden, interdisciplinary gem that is beginning to attract a growing number of outstanding students.

As part of this effort, we are proposing a new initiative, “*Learning to Excel Academically and Professionally*,” with the acronym LEAP. The goal is to equip undergraduates with the resources and opportunities needed to excel academically, thrive personally, and prosper professionally. We seek to raise $10 million to launch this initiative.

To advance diversity in our student body, we have supported a social justice initiative, new courses, and student associations. We also seek funding to
expand the Ross Minority Program in Real Estate, mentioned earlier, as well as scholarship funds for increasing diversity among real estate students in the Dollinger MRED and undergraduate programs.

Also in real estate, we are proposing an exciting new initiative to fund a **one-year, post-graduate, entrepreneurship program** designed to serve as an incubator to develop new ideas and businesses in real estate. Graduates will have the opportunity to present concepts to an Investment Committee who may direct funds to support the most promising concepts.

With the arrival of our new faculty member from MIT, we are excited about the development of a new **Spatial and Visual Analysis Lab** that will greatly enhance the education of our planning, real estate and public policy students. We are seeking a donor or donors to support this new lab.

To support our students, we will continue to expand our existing online degree programs and online courses and lay the groundwork for a new online initiative, possibly in urban planning and real estate. Concurrently, we will expand our social media presence and our hybrid programs.

And of course, we would love to receive a gift to endow another degree program, such as our prominent Master of Health Administration degree.

**Third,** we will continue to strengthen and build our research and outreach activities and impact.

We are proposing an initiative that leverages the enormous expertise at USC in digital and social media. We would like to establish a new center on social media, communications, and public policy.
And, we seek funding for important, existing research centers in the school that are key to attracting students and our rising academic reputation. An example is the School’s Center for Philanthropy and Public Policy, which is unnamed and without an endowment, but which is critical to our reputation and impact in non-profits, volunteerism, and philanthropy.

Our fourth and final core priority for next year is to continue to strive for a greater global presence. Internationally, our top priority is to identify a prominent university partner in Asia or Europe to develop a global degree in public policy or public administration at either the graduate or undergraduate levels. We are also pursuing the possibility of a physical presence for the school in Asia.

I’d like to acknowledge again the generosity of the individual donors I mentioned at the outset this morning, but also remind everyone here that a gift of any size supports the school’s goals, and provides a significant investment in the students and faculty of the Price School.

Conclusion

The complexity of the challenges we face here and abroad, by their very nature, dictates that solutions will only be found by reaching across disciplines, and the public and private sectors as well as across geographic regions, from local to global.

And this is what the Price School does better than any other school. It is what the Price family recognized when they decided to make their historic investment in our school.
They realized that our mix of disciplines, excellent quality, and compassionate engagement positioned us well to advance sustainable solutions and to educate our students with the vision, skills, and leadership required to meet societal challenges across the globe.

Indeed, the vision for the Price School is inextricably linked to a vision for a better world.

Robert Kennedy once said, “Few will have the greatness to bend history itself; but each of us can work to change a portion of events, and in the total, all of those acts will be written as the history of this generation.”

So, in conclusion, as our community of dedicated passionate individuals, I want to thank you again for your many acts on behalf of our school that have allowed us to do so much this year. You are critical partners in the school’s history and in the investment in the future of the school. All of these acts will contribute to shaping the future of governance, urban development, and the health and well-being of our local communities and the world at large.

Thank you for being a part of this great school, and in helping to advance the Sol Price School of Public Policy to become a great global center for public policy, planning and development.

Fight On!