Dean’s State of the School Address

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USC Price School of Public Policy
University of Southern California

May 15, 2012
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Introduction
Thank you everyone for coming today.

It is wonderful to see so many members of our Athenian Society and other special friends and donors here to celebrate with us this morning. I thank every one of you in this room, including the Price School faculty and staff, for your unsurpassed dedication and hard work.

I take such great pride in our school, and in our extraordinary accomplishments and milestones we’ve achieved this past year. When I spoke to the USC Board of Trustees not long ago about our $50 million naming gift, my message was that “it takes a village.” We could not have reached this milestone without each of you.

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To begin this morning, I would like to touch on some accomplishments over this past year that speak to our increasing influence and rise in prominence. I’ll begin with our national rankings, as these reflect our academic reputation and are critical to attract the top students in the country and the world.

A Growing Academic Reputation
Before we announced our naming gift, ballots among peer institutions were due in to U.S. News and World Report for their triennial ranking of public affairs schools nationwide. When the results were released, we moved up to No. 6, from No. 7, among 266 schools. This was our fifth consecutive top-10 national ranking, and our highest to-date.

We retained equally high rankings in all subcategories, and rose to 4th in health policy and management, alongside Princeton University, a reflection of our strategic investment in the Schaeffer Center and Mike Nichol’s work advancing our MHA degree, that began 3 years ago.

These rankings are determined by our peer institutions—other public affairs schools across the country—and acknowledge their recognition of us as a leader in scholarship and research.

This strong national reputation is reflective of our outstanding faculty, who received several accolades and had important achievements again this year. Let me highlight a few of these.

Our Senior Associate Dean for Research and Technology, Genevieve Giuliano, received the Distinguished Researcher Award from the Transportation Research Forum, an honor that includes two Nobel Prize winners among its past recipients. And, Gen is also the first woman to receive this award in its 35-year history, so we are very proud of her.
Professor Tony Bertelli brought the *Journal of Public Policy*, published in the United Kingdom by Cambridge University Press, to the Price School, and is now its co-editor, and we have a goal of making it one of the premiere journals of public policy in the world.

Faculty members with the Schaeffer Center for Health Policy and Economics, including Dana Goldman and Darius Lakdawalla, have made a major scholarly impact this year. They have produced lead articles in top publications such as the *Journal of the American Medical Association, Health Affairs*, and the *New England Journal of Medicine*.

We hired Janet Denhardt as the first holder of the Chester Newland Professorship, and she will begin her tenure at the USC State Capital Center this fall. She is a recognized scholar in the field of public administration, and a distinguished educator. Our special thanks to Sterling Franklin and the Morris S. Smith Foundation and numerous other donors for making this professorship possible.

We also continue to increase our funded research activity. This year 61 faculty submitted 82 grant and contract proposals for $39 million, which is the highest numbers of proposals, faculty principal investigators, and dollar amounts requested in the history of the school. Comparable figures for last year (2010-11) are 62 proposals submitted for $20.4 million, with 55 Price faculty as principal or co-principal investigators. In addition, our total research portfolio has again increased, from $34 million at the end of 2010-11 to $35 million now.

Price faculty published 117 scholarly articles in peer-reviewed journals—that’s about thirteen articles a month per academic year, and 8 books. Among them was the 6th edition of Terry Cooper’s *The Responsible Administrator*, which has been a mainstay of public administration curricula in the United States for 30 years, and is required reading in all public administration programs throughout China.

And David Sloane’s book, *Planning Los Angeles*, that included chapters by many of our Urban Planning faculty, debuted at the recent American Planning Association national conference held in Los Angeles.

**A Growing Visibility in Media**

While I am most proud of our faculty’s research and scholarship, I also want to underscore the Price School’s mission to impact the public dialogue on issues, public policy outcomes, and professional practice. While we want to shape the academic fields in which we work, we also want to make a difference in society through our expertise and research findings.

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

So, I am pleased to report that media attention is at an all-time high for our school, and with our simplified new name, our school is now cited in almost every interview conducted by our faculty. Several times in the last month alone, I’ve heard the ‘Sol Price School of Public Policy’ mentioned on NPR during my drive to and from work.

During the last year, we issued 23 press releases on faculty research and programs, and our faculty were cited more than 500 times in broadcast, print, and online venues, reaching more than 356 million people! Price faculty members appeared on every major nightly news program and were even cited in the Xinhua News Agency in China.

The faculty members associated with the Schaeffer Center, for example, have influenced the national conversation on health care through the *Wall Street Journal*, the *Washington Post*, PBS News Hour, Fox Business, NPR, and many more.

Our faculty also placed a record number of op-eds this year—18—rumored to be more than any other school at USC. David Shipley, editor of the New York Times op-ed page has said they receive more than 1,500 op-eds per week from around the world, for roughly two to three slots per day. It is not easy to cut through the op-ed clutter, and in order to be considered at all, an op-ed must contain worthy lines of new thought. Our faculty published op-eds in the *New York Times*, the *Wall Street Journal*, the *Washington Post*, *Huffington Post Politics*, the *Los Angeles Times*, *Politico*, and *Salon.com*, among many others.

And those of you who get the Zócalo Public Square will know we had another Op-Ed yesterday by Dowell Myers on future demographic trends in California. This is remarkable exposure for our faculty nationally and internationally.

To that end, I add that three Price faculty studies in real estate were cited by Federal Reserve Chairman Ben Bernanke this past year—research by Raphael Bostic, Gary Painter, and Jenny Schuetz. In addition, Robert Schiller, famous for the Schiller Index of Housing Prices, in his piece in the *New York Times*, cited the work by Professor and Director of the Lusk Center for Real Estate, Richard Green, on how to resolve the continuing housing crisis.

**A Growing Public Engagement**

We also engaged the public, practitioners, and policy makers directly this year through several events.
Last fall Professor Richard Green was invited to testify twice on Capitol Hill in Washington, D.C., before the U.S. Senate Committee on Finance on tax reform options and incentives for homeownership; and before the U.S. Senate Committee on Banking, Housing, and Urban Affairs about the future of Fannie Mae and Freddie Mac.

We held an outstanding event in Sacramento, in partnership with the California Political Practices Commission that featured Price faculty member Juliet Musso and USC Provost Elizabeth Garret in her capacity as a legal scholar on the topic of campaign finance reform and disclosure. Our Sacramento Center faculty and staff orchestrated a half day symposium with national scholars and practitioners that drew nearly 300 Sacramento state capital staffers and public, private, and nonprofit professionals to the discussion.

The demise of Redevelopment Agencies by Governor Brown has placed major challenges on cities across California. The City of Los Angeles, the County, and the Urban Land Institute all viewed the Price School as the best place to go for help on thinking about the future of redevelopment. They are attracted by our multi-disciplinary resources and expertise in policy, planning, and development and our public-private approach to development issues. I know many of you here attended the panel discussion on this topic, and could see we had a packed crowd.

The Center on Philanthropy and Public Policy held a national roundtable on the collaboration between government, philanthropy, and foundations in addressing major issues. The roundtable brought together foundation and government officials from the local, state and national levels, including the director of the White House Office for Social Innovation, Jonathan Greenblatt.

They also released a well-publicized study on the growth of California’s philanthropy outpacing the nation, and continued to deliver dynamic and relevant presentations through its Distinguished Speaker Series, one featuring Warren Buffet’s son, Peter Buffet and his wife Jennifer. This speaker series brings together major philanthropists, foundation executives, and business and government leaders in Southern California.

The Bedrosian Center co-launched “The Road to the White House,” a weekly discussion with experts across the USC campus to dissect critical issues affecting the 2012 presidential campaign. I hear it’s the place to be every Wednesday at noontime!

The Price School also expanded its executive education efforts this semester, bringing local mayors and city council members to our school for intensive training on ethics, leadership, and discussions on the future of redevelopment.

Attracting the Best and Brightest Students

The other major component of our national and international academic reputation is the quality and number of our students.

I am pleased to report that our overall confirmations to our on-campus graduate programs are showing a 17 percent increase over last year, which showed an increase over the year before that and showed an increase over the year before that. So we are doing very well in terms of numbers of students entering our graduate programs.

I am also pleased that the sharp decline in the number of real estate students following the financial crisis and housing collapse over the past couple years seems to have ended. This year the confirmations for the MRED program are up substantially over last year, and we are expecting this turnaround will continue.

We also expect that similar to last year one-third of the entering graduate students will be from under-represented groups and a little more than half will be female.

In addition to growth in numbers, the quality of our student admits continues to increase. The average GRE score of admitted students who have confirmed they are coming has increased from 1241 last year to 1300 this year for the core masters’ degree students and from 1458 last year to 1470 this year for the Ph.D. students. These are the best scores in our school’s history.

As an example of the caliber of our graduates this year, some of our Master of Public Policy practicum students were one of only a few nationally selected groups to participate in the Congressional Research Service capstone project in Washington, DC. Their presentation on small business pension plan coverage was characterized by CRS as “spectacular.” Our students were prepared for several curveball questions outside the scope of work prescribed for them—and even had slides prepared—but I am not surprised by that!

As you know, we launched the Master of Public Administration degree program online last fall. For 2011-2012 we have 80 new online MPA students. For this coming year, we are expecting to enroll as many as 130 additional MPA students in this program. These students are slightly older and more experienced than the on-campus students, and are as academically talented as on-campus students, with average GRE scores of over 1200. We are reaching a whole new group of students we wouldn’t otherwise reach.
This fall we’re launching our executive Master of Health Administration online degree, and we’re hoping to get 25 new students into that for the fall semester. So we’re off and running with our online programs.

Finally, you may not know this, but when I came, we weren’t allowed to recruit students out of high school. When I became Dean, I petitioned to change that. The university has been reluctant to recruit students out of high school because they’re not trying to grow their undergraduate program, but I’m pleased to announce that this year we have 24 new freshman confirmations—more than we have ever had—and this class includes three Presidential Scholars.

I also want to touch on a couple international alumni achievements that underscore the reach of the Price School’s global footprint.

Tyler Goodwin, who graduated from our MRED program in 2000, is now based in Hong Kong as the Managing Director for J. P. Morgan Asset Management - Global Real Estate Assets.

One of our Ph.D. graduates, Yong-duck Jung, recently assumed the presidency of the Korean Social Science Research Council.

And another Ph.D. graduate, Hsu Jen-hui, was recently appointed Taiwan’s Deputy Finance Minister.

A Growing International Presence

For many years, the Price School has followed an excellent strategy for international engagement that continues to expand our impact through collaborative research, global opportunities for our students, and access to high-quality applicants abroad.

This past year, we were successful in competing internally at USC to apply for a major U.S. Agency for International Development-sponsored research consortium grant on climate change in Asia. The USAID will permit only one proposal per university. This grant pre-proposal required that we have partners abroad, and the network of relationships we have built with top institutions enabled us to put the grant proposal together quickly and more successfully than other schools at USC. We are now awaiting the results in Washington D.C.

We also concluded an agreement with the Lauder School of Government, Diplomacy and Strategy in Herzliya, Israel to promote cooperation in the areas of counter-terrorism and natural disaster management with them. They have the number-one counter-terrorism center in the world, and they want to collaborate with us—which is a credit to how good our center really is.

In addition, we are concluding an international agreement with the Regional Economic Development Agency in Sao Paulo, Brazil, for collaboration on issues of housing, transportation, and sustainable development. Sao Paulo is a city and region that has about 25 million people.

Lastly, the Schaeffer Center is also holding a major international conference in Beijing this June in partnership with Peking University, focused on health care reform and policy in the United States and China, with several top scholars and political leaders attending.

It is always a challenge to do justice to the countless achievements of our school every year. All of them—including the many that I did not have time to mention this morning—point to our relevance in the world and the importance of the issues with which we deal, and the academic excellence of the work of our faculty and research centers, as well as our students and alumni.

A Naming Endowment for the School

I would now like to turn to the Sol Price naming gift. Robert and Allison Price saw first-hand the unique attributes of our school during their son’s graduation last year—our multi-disciplinary, and solution-focused approach to making the world a better place, our public private partnership expertise, our strong social conscience, and our sense of community inherent among our faculty, staff, and students.

Robert Price noted that it was during his son’s graduation ceremony that he recognized the remarkable alignment between the mission of our school and the legacy of his father, Sol Price.

He saw the powerful combination that our primary fields of study, working together, bring to addressing the needs of our country and our communities.

And, he realized that our school embodies a deeper, richer source of knowledge and expertise in all the areas he and his father employed to advance the quality of life for the residents of low-income neighborhoods.

The Prices developed mixed-use real estate properties and a thriving Urban Village in City Heights in San Diego. They worked with public administrators, elected officials, and non-profit organizations to bring needed improvements to the area, including Teralta Park, built over the 15 Freeway, and school and community-based health clinics.
Sol Price also engaged in public policy work in Washington, D.C., as an active board member of the Center for Budget and Policy Priorities and a founding member of the Urban Institute.

In addition, Sol Price was a great entrepreneur who revolutionized the retail industry, and he also created the first Real Estate Investment Trust in California. And, Sol Price was a man with strong moral convictions who did the right thing, simply because it was the right thing to do. You may remember some extraordinary and courageous examples of that if you joined us for our naming celebration in February.

We are very fortunate that the source of our naming gift grasps the magnificence of the unique nature of our school, and in turn inspires us with great pride to now bear his name.

On a practical, financial level, the gift galvanizes the growth of our school by:

• Providing a long-term investment that supports our vision, which I will speak more about shortly;
• Enhancing our reputation and ranking for academic excellence, opening doors for further investment; and,
• Providing resources for translating our expertise and knowledge into practice, and further developing effective communications for and engagement with a general audience, policy makers, and practitioners, thus advancing our distinctive impact in society.

The second aspect to the gift establishes the Sol Price Center for Social Innovation.

The mission for this new Center is: To become the leading academic institution in the field of social innovation with the goal of advancing ideas, strategies, and practice that enhance the quality of life for people in urban communities.

We have hired an executive director for the Center, Richard Parks, and are in the early stages of beginning a process for recruiting a faculty director. We are hoping to obtain a gift for an endowed chair for this position. We have also established an Oversight Board for the Center in Partnership with Price Charities for articulating the topics on which to focus our initial efforts.

At its core, the term “social innovation” means developing new ideas that drive sustainable social progress. Examples include Habitat for Humanity, which engages volunteers and low-income families in building their own homes, or Teach for America, which engages graduates of top universities in teaching in low-income areas. An international example is Kiva, an Internet-based organization that allows anyone to lend as little as $25 to people in developing countries through micro financing networks improving the lives of countless families at the grassroots level, and there’s many, many more.

In practice, the initial focus of the Center offers faculty and students a community “learning lab” in City Heights, San Diego. Price Charities has taken a socially innovative approach to development in City Heights by investing in subsidized real estate development, then using the revenue from these investments to invest further in the community through a town center, office building, low-income housing, recreation areas, and parks.

It is a ready test-bed to engage students and faculty across disciplines, and to advance efforts to apply public and private expertise to solve urban social and economic issues. The outcome creates more livable, vibrant communities, not just for the well off but also for all segments of society.

Over time, the focus will expand nationally, building our reputation and contribution to social innovation.

The Price School’s Center for Social Innovation will begin with one urban community, with the goal of defining the best means to improve the quality of life in the new ‘urban century,’ then providing models for communities throughout the country, and eventually around the world.

The Campaign for USC

Now, I’d like to turn to the campaign for USC. As you all know, President Nikias brings an enormous amount of energy and spirit to USC. He has engaged the university in a decade-long $6 billion campaign effort—the largest capital campaign in the history of higher education—to fund his vision for USC to achieve undisputed, elite status, on par with the top private universities in the country.

Three priorities that President Nikias has outlined to achieve his vision are:

• Hiring star, transformative faculty
• Attracting top notch students, and
• Expanding lab and research facilities to support world class research

USC’s campaign goals earmark $3 billion for endowments to support these priorities, including research. And $3 billion will finance high priority academic initiatives, capital projects, and infrastructure improvements.
The Price School is an integral part of President Nikias’ effort, and we are grateful for his undisputed belief in and support of our school.

The Price School Campaign for Excellence and Impact

The Price School's goal is to expand strategically to become the preeminent global center for public policy, planning, and development.

We are well located and poised for greatness. While there are great public policy schools east of the Mississippi, such as the Kennedy School at Harvard or the Maxwell School at Syracuse, there is no comparable school on the West coast. We are becoming that school.

But we won’t look like these Eastern Schools, with their over-emphasis on the federal government and the Atlantic. We are the right school for the urban, global 21st Century, situated on the Pacific Rim in one of the great mega-cities of the world.

The complexity of today’s challenges, both 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 levels, 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, here and abroad.

Our naming gift and our growing leadership position in all our areas of scholarship, provides a solid foundation and strong momentum to gain the needed further investments to reach our goal of becoming a truly great and distinctive school.

But as Vaclav Havel once noted, “Vision is not enough; it must be combined with venture. It is not enough to stare up the steps; we must step up the stairs.”

So, our campaign, titled Investing in Excellence and Impact, will raise $150 million to support the school, providing a long-term investment to sustain and grow our work and mission.

In addition, we seek to secure $40 million in funding for a new building to meet critical space and expansion needs.

The campaign will allow us to achieve four broad goals:

1. We want to achieve true academic preeminence. We want to accelerate the investment in exceptional students and programs and in recruiting and retaining transformative faculty.

2. Second, we want to realize the full potential of our interdisciplinary school through crosscutting initiatives and development of crosscutting priority areas, such as, public finance and financial management for example. That is as important to real estate as it is to public policy.

3. Third, we want to invest in state-of-the-art technologies, facilities, lab space and studios that equip our students with the best workspace, buildings and classroom space possible, so that they can compete in the workforce upon graduation.

4. And then, fourth, we want to maximize our impact in the policy arena and in society by translating our work through more communications, better public relations, policy briefs, and outreach events like the ones I described, so that we’re not just talking to the ivory tower but making a real impact in society.

So with the $50 million endowment naming gift for the school in November, the balance of the campaign fund-raising will focus on some key investment areas to reach these four goals.

Investment in Faculty

What makes a great school great is the quality of its faculty, and we hope to raise about $25 million to invest in our faculty over this seven-year period.

The recruitment of transformational faculty is critical. When you look at how we’ve transformed the health policy area of our school by the recruitment of four key faculty, it’s remarkable, and we can do that in other areas. And we have the potential—in real estate for example—to be indisputably the number-one academic program in the country with the right investment.

Campaign goals include endowments for faculty chairs in a number of strategic areas. As part of our naming gift, we will pursue establishing a Chair in Social Innovation; and, we are looking to strategically build our national and global reputation through strategic faculty hires across the School.

I am very pleased to use this occasion to announce that we have just received a new endowed chair, which will be called the Keston Family Chair in Real Estate funded by Michael and Linda Keston. They have invested $3 million in this chair. And we also
have received additional gifts for this chair from Fritz Duda, Jon Muller and Steven Silk for a $4 million chair that will be focused on commercial real estate, and this gift will help position the school, the Lusk Center and the university as the undisputed leader in both commercial and residential real estate research and education around the world.

**Investment in Students**

Second, we hope to invest $25 million in our students in the coming years. That’s the other major part of what makes a truly great school. We are looking to secure a combination of endowment and immediate-use annual funds that will help us provide essential support to attract and retain the best students from diverse backgrounds.

We face stiff competition. We’re in the league now where we’re competing with schools like Harvard, Princeton and Stanford to recruit the best students in the country. The competition is fierce, so it’s very important for us to have a growing scholarship and support fund for our students.

But we’re also interested in students who are admitted to the school but may have gaps in their academic background, or perhaps face financial difficulties once they get here. So we’re very keen on creating an at-risk student scholarship fund for students. We not only want to get those students into the school; we want to get them to graduate. That’s a high priority for us.

Let me give you just two examples: We would like to build our Lusk Real Estate Scholarship Fund, which is important to help attract minority students into the field. And, because we already offer one of the best Capstone undergraduate programs on campus, we want to expand that experience. It’s an integrative experience for undergraduate students, which will bring together the various things that they have learned, and we would like to endow that program.

Additionally, we hope to establish an undergraduate learning center that provides internships and opportunities for students to go out in the community like the one that they have at Stanford. This would be a great thing for our students.

Lastly, we seek to endow our international teaching labs. Our school offers some of the most innovative international teaching lab opportunities, in which students bring the perspective of his or her academic discipline—public policy, urban planning, real estate development, public administration and health administration—to a unique, multidisciplinary global experience.

**Investment in Centers and Programs**

In addition to investing in students, we will seek support to further invest in our interdisciplinary research centers, and we’re hoping to, at a minimum, invest an additional $30 million in the centers. Some of the centers, such as the Lusk Center or the Center of Philanthropy have their own development plan as part of the Campaign for USC, but are still integrated with the school’s larger campaign goals. These centers are critical to getting the major grants, to connecting to the industry, and enabling us to undertake new programming and events.

One priority within this goal is to raise an endowment for the Center on Philanthropy and Public Policy. This Center is a tremendous asset to the school, and offers a great opportunity for someone to endow.

The Lusk Center for Real Estate also has an ambitious development program. It is connected to the top real estate professionals in all of Southern California and is the number-one research center in the country, and so we feel it’s a hugely important area to invest in.

Additionally, the Center for Sustainable Cities is a critical area of investment for the school. We have a number of students interested in sustainability both at the graduate and undergraduate level who eagerly seek out research assistantships, summer fieldwork opportunities, and directed research.

And we’re seeking further major investments in the Schaeffer Center for Health Policy and Economics, which has potential to be the number-one health policy and economics center in the country, and in the Bedrosian Center to make a difference in fixing our governance system.

We would also like you to consider investing in our degree programs and departments.

We are hoping to endow our Master of Health Administration program or our Master of Real Estate Development program.

**Investment in Infrastructure**

Lastly, the fifth area of investment is infrastructure. We need to provide our students with critical space and technology, and we are in great need of an urban, visual and spatial analysis studio. It’s amazing how geographic information systems, technology and visual technology now define how people analyze and look at problems from real estate to urban planning and policies. And we don’t have a workspace for that. This is a key competitive need we have.
We have a great opportunity to build a dedicated student commons and study area. Our students have no place to eat or socialize with classmates. We don’t have a study area. We also have no designated space for any of our PhD students. We have a hallway, basically, where our students congregate, and so this is a critical investment area.

We’re also looking at the possibility of a Price School Asia Center. I think we have a lot of opportunity in executive education and degree programs in Asia. That’s something we are also very interested in.

Investment in Building
And there is one last thing we hope to accomplish in the Campaign that is above and beyond the $100 million we need to raise: A new building. The School’s physical facilities are stretched beyond capacity. Currently, most staff and many faculty members are housed in office spaces across campus or in rented facilities within a five-mile radius of campus.

Investments in a new building will provide the physical space needed to accommodate both our current need for space requirements, and support new faculty; and an increased number of highly qualified students, and new degree programs. The School must provide state of the art classrooms, laboratories, office space, and interdisciplinary learning centers to provide an ideal academic setting for all students, faculty, and staff.

Conclusion
So in conclusion, why invest in our school?

Leonard Schaeffer through the Center and John Bedrosian through the Topping chair saw in us the capacity to become a leading health policy player—an issue that will remain a critical challenge for decades to come. And we are delivering on that capacity, as evidenced by the rise in our U.S. News subcategory rankings, attracting Nobel Laureate Daniel McFadden to the Center, and the enormous public influence that center has rapidly gained through the news media.

The Price Family saw this same potential for our school as a whole and stepped forward to make a major initial investment toward greatness. They perceived the potential for us to become the major academic institution in our fields and the school that has the greatest distinctive impact in society.

So, in conclusion, I want to thank you for your many contributions to our school that bring about the kinds of accomplishments I mentioned at the outset this morning. You are critical partners in the investment in the future of the school, and thereby in the future of governance, urban development, and the world at large.

You probably have heard of USC’s campaign slogan, “The destined reign of Troy.” But as William Jennings Bryan once said, “Destiny is not a matter of chance, but of choice; not something to wish for but to obtain.” I invite you to join with us on this adventure in working together to obtain the destiny of greatness for our school and USC.

Thank you again for being here this morning. Thank you for being a part of this great school, for celebrating our naming gift, and for helping the Sol Price School of Public Policy realize its full potential to become a great global center for policy, planning and development.

Thank you all very much.
William Jennings Bryan once said, “Destiny is not a matter of chance, but of choice; not something to wish for but to obtain.” I invite you to join with us on this adventure in working together to obtain the destiny of greatness for our school and USC.

~ Dean Jack H. Knott