Shaping a Better World: Price Strategic Plan

DRAFT
June 2022
Price Strategic Plan

• Foundations

• Four Pillars
  – Academic Impact
  – Transformative Research
  – Effective Communication
  – Organizational Excellence

• Progress
We are a mission-driven school

Improving the quality of life for people and communities, here and abroad
With that mission as a foundation, we conducted an inclusive planning process

August 2021
• Meetings with USC leadership and other stakeholders

September 2021
• All-faculty and all-staff meetings

October 2021
• Interviews with Price leadership, alumni, and students

November 2021 – January 2022
• Faculty and staff listening sessions

February 2022 – March 2022
• All-faculty and all-staff meetings

June 2022
• Strategic plan rollout
Broad consensus emerged

Build on our strengths

• Common purpose and commitment to public service
• Los Angeles location and community ties
• Breadth and depth of research and expertise
• Policy impact on cross-cutting societal issues

Address weaknesses

• Siloed departments and research centers
• Not enough tenure track faculty
• Lack of programmatic coherence
• Uneven demonstration of value and research impact
We share three common goals

Cohesion
- Coalesce the Price community in a supportive culture to advance our mission

Coherence
- Integrate diverse elements across our academic programs, research activities, and community service

Collaboration
- Work together in common endeavors to pursue our mission and uphold our values
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Four pillars will guide our strategy

- Academic impact
- Transformative research
- Organizational excellence
- Effective communication
Diversity, equity, and inclusion remain key endpoints

- The Price Social Justice Advisory Board was established in 2020.
- At the recommendation of the board, the school implemented four programs immediately:
  - Price Voices Fund (Fall 2020)
  - Conversations on Social Justice, Policing, and Race (Spring 2021)
  - Student Recruitment, Retention and Support (Fall 2021)
  - Visiting Scholars Program (Fall 2021)
- The board’s long-term goals—e.g., hiring, procurement, and new academic certificates—are reflected in each pillar of our strategic plan.
Pillar 1: Academic Impact

**Strategies**
- Grow undergraduate enrollment and diversify the capstone experience
- Make programs broadly accessible to students of diverse socioeconomic backgrounds
- Establish sustainable funding model for doctoral programs
- Invest in growth areas, particularly undergraduate (e.g. social justice, sustainability, real estate development)

**Next Steps**
- Improve stewardship of academic programs
- Expand databases to support residential and online recruitment
- Develop metrics to demonstrate value of a Price degree
- Build leadership and staff support for academic programs
- Integrate Sacramento Center more meaningfully into the school
Pillar 2: Transformative Research

Strategies
- Establish Price as national resource for scholarship
- Strengthen research infrastructure
- Build an intellectual culture across disciplines and fields
- Integrate research centers into the school more coherently

Next Steps
- Pursue key collaborations across USC and more broadly
- Develop school-wide data strategy
- Continue research center reviews
- Improve faculty mentorship
- Prepare inclusive faculty hiring plan to address research and teaching needs
Pillar 3: Effective Communication

Strategies
- Strengthen the Price brand and develop a more compelling narrative
- Implement data-driven approach to increase engagement
- Command a larger voice on policy, planning, and development debates
- Ensure faculty and staff are informed and inspired
- Work with Diversity, Equity, and Inclusion team to convey commitment and progress

Next Steps
- Review mission and values statements with community input
- Institute regular meetings of research center directors with communication team
- Increase collaboration with Price Online Education and Digital Media and across USC
- Train faculty to reach a wider audience and convey impact of alumni and students
Pillar 4: Organizational Excellence

Strategies
- Streamline organizational structure
- Clarify roles and responsibilities
- Delegate more fiscal and administrative oversight to departments
- Develop long-term hybrid and remote work plans

Next Steps
- Assess executive education and streamline efforts
- Implement new department structure
- Share financial data with departments
- Foster economic equality through procurement
- Coordinate with USC HR to support equitable work arrangements
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We are making headway

• **Academic Impact**
  ✓ Moved marketing of online programs in-house
  ✓ Consolidated academic program leadership under new department structure
  ✓ Supported PhD students through the research centers

• **Transformative Research**
  ✓ Made key hires in health, urban planning, and public management
  ✓ Appointed Alice Chen as incoming Vice Dean for Research
  ✓ Invested in key areas of research (e.g. PIPE, COVID-19)

• **Effective Communication**
  ✓ Hired experienced director of communication
  ✓ Consolidated school newsletters and event announcements

• **Organizational Excellence**
  ✓ Expanded Diversity, Equity, Inclusion team
  ✓ Approved new department structure
  ✓ Created Chief Operating Officer role
The Price Leadership Council will advance our efforts

- We will work together across the school
- We will continue to gather feedback and report progress:
  - Faculty and staff meetings
  - School newsletters
  - Office hours
  - School events