

USC Price

Sol Price School of Public Policy

Shaping a Better World: Price Strategic Plan

DRAFT

June 2022



Price Strategic Plan

- **Foundations**

- **Four Pillars**

- Academic Impact
- Transformative Research
- Effective Communication
- Organizational Excellence

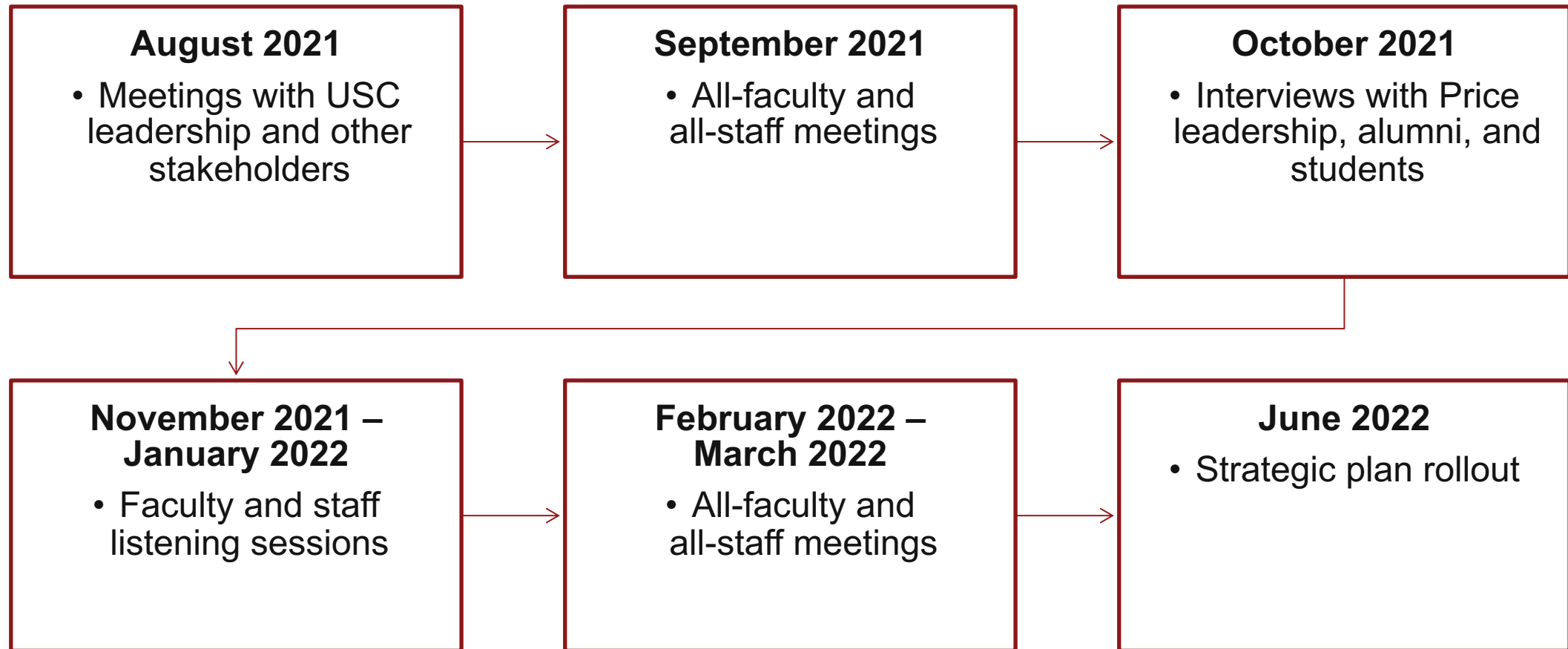
- **Progress**



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



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

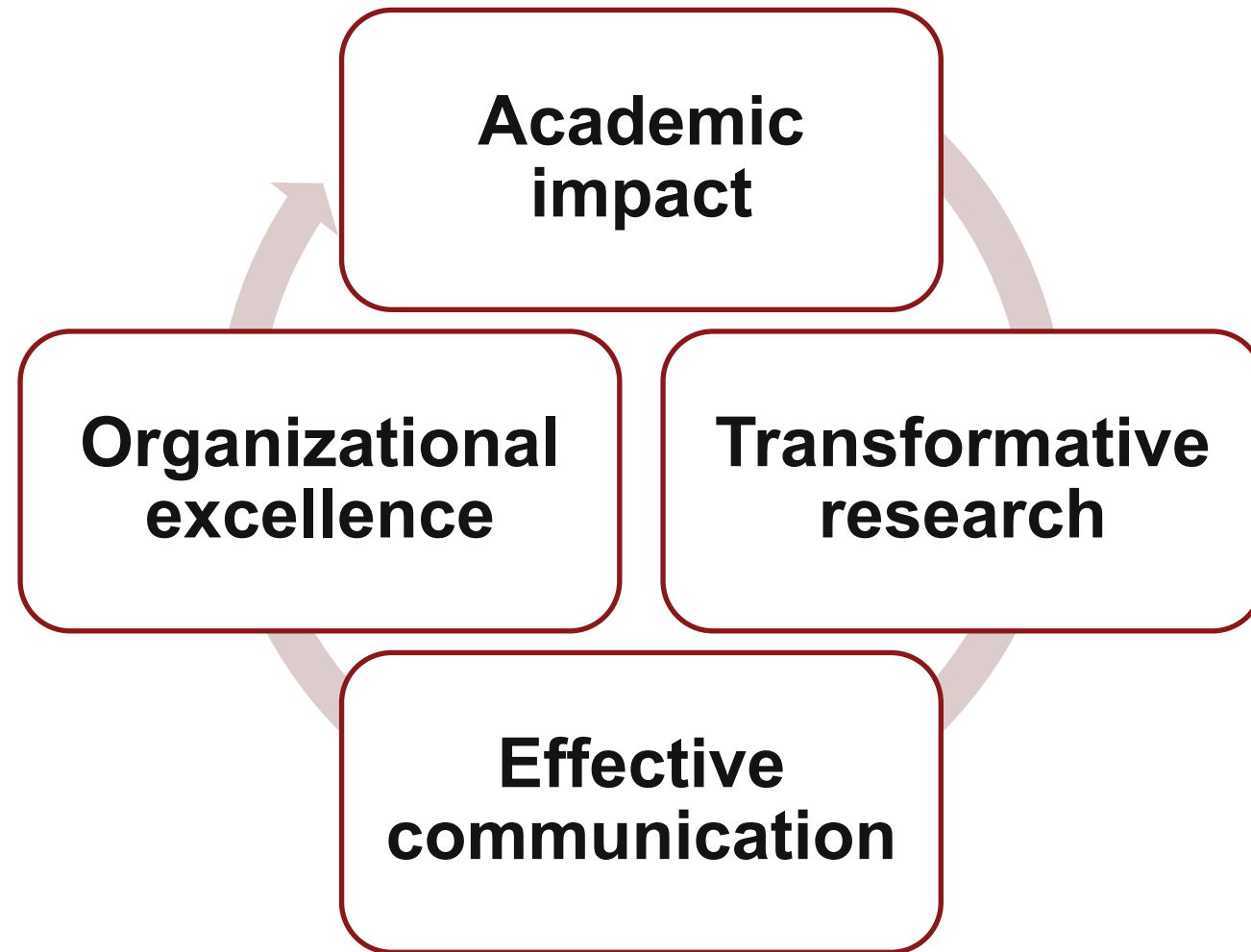
Collaboration

- Work together in common endeavors to pursue our mission and uphold our values

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Four pillars will guide our strategy



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



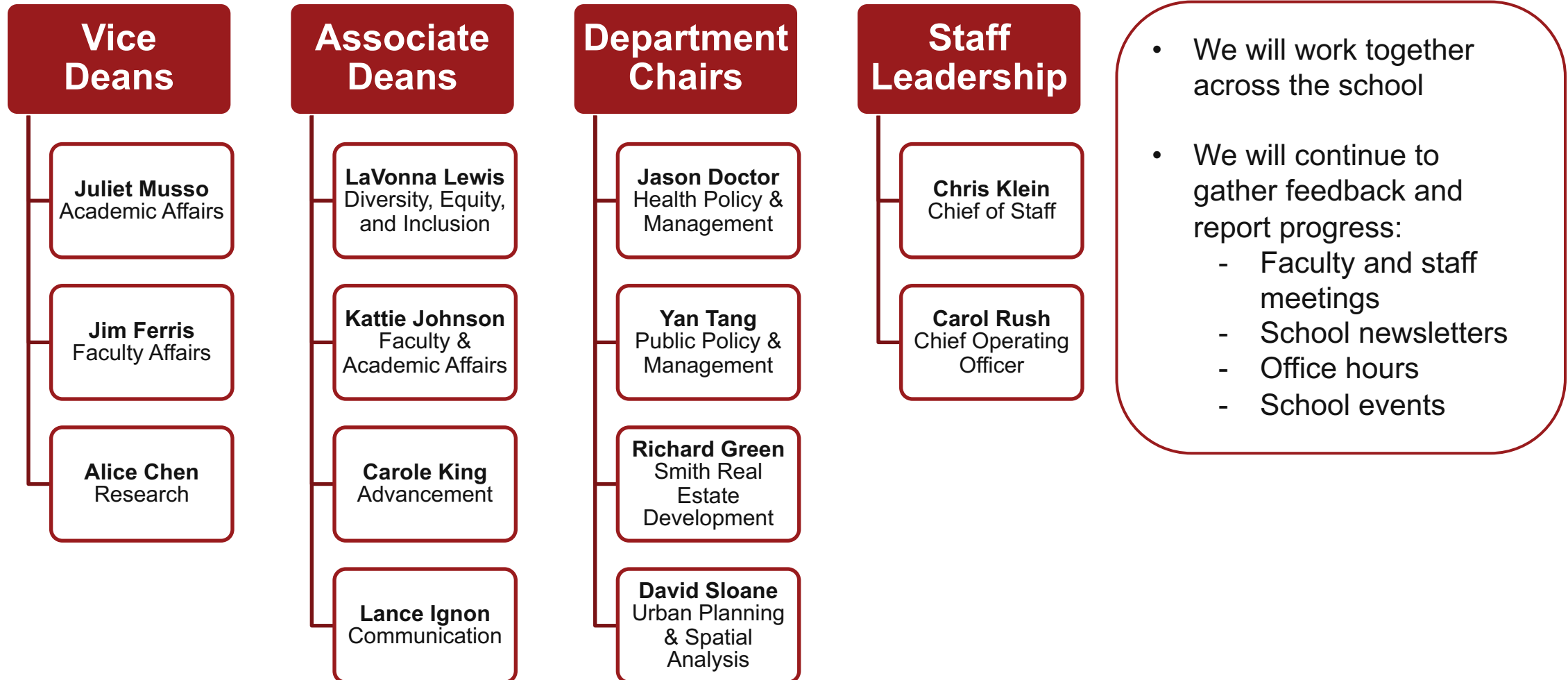
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We are making headway

- **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



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