

TO: Presidential Search Committee  
FR: Concerned Faculty of USC Presidential Selection Process Subcommittee  
RE: Presidential Search Goals

October 8, 2018

Dear Committee Members:

Concerned Faculty of USC is a group of 280 active faculty members, formed from among the 700 signers of our August letter to the Board of Trustees calling for new leadership at USC. The great majority of us are senior tenured members of the faculty who have been here for many years, including many department chairs, former deans and vice provosts, University Professors, and chaired professors; we also include librarians, teaching faculty, and junior faculty; and all of us care deeply about the future of USC. We are grateful to you for the work you have taken on to insure that USC will have sound, ethical leadership for the twenty-first century, and especially for your efforts to incorporate the voices of the USC faculty, students, staff, and broader community in the process.

Over the summer, our subcommittees have been working on issues of Presidential selection as well as shared governance of USC. The views we put forward here represent the writing and research of this subcommittee, but the input and agreement of all of our members. In this memo, we have attempted to answer the questions you asked in your online survey.

1. What will the next President need to do?

- a. The next President will need to make wholesale changes in the administrative structures and cultures of the university. Ideally, they will come from a major research university with strong structures of shared governance, and know what needs to be done to generate the kind of transparency, engagement, and buy-in that make universities run well.
- b. The next President should have experience running a highly-ranked University (as President, Provost, or as Dean of a major unit) and know excellent people to bring in as top administrators.
- c. The next President must be prepared to acknowledge and assume responsibility for past mistakes and hold accountable those who were responsible; to facilitate healing of our university community; and to restore confidence in our university, as well as our reputation.
  - i. The next President must have the Trustees' support to be as public and transparent as possible with the results of the investigations into the Puliafito, Varma and Tyndall fiascos, and to replace the administrators who looked the other way or covered up, and otherwise harmed our students and our community by putting reputation before ethics and healing.
- d. The next President should understand and initiate opportunities and trends in higher education, including those related to cultural diversity, globalization, and technology.

2. How will we be able to judge the President's success in five years?

a. When we have a full accounting of past mistakes, when the lawsuits against the university have been settled fairly and expeditiously, and when key positions such as provost, general counsel, and Title IX officer are filled by individuals with the highest ethical values, individuals who are committed to putting the university's Mission first, and not their own self-preservation.

b. When the leading faculty across the University are re-engaged in making academic policy.

c. When the administration makes the education of our students and the creation of knowledge the university's highest priority, and values the pursuit of truth above the building of buildings for their own sake.

d. When all segments of our community — students, faculty, staff, and neighbors — feel invested in the success of the university and their voices are heard.

e. With objective indicators and evidence of whether we have achieved the goals and objectives established in collaboration with the university community.

3. What are the key challenges and opportunities facing the next President?

a. Regaining the trust of the community, especially the faculty.

i. The things that make a university truly great — teaching, research and cutting-edge clinical care — are performed by the faculty. A university will never be first-rate without a first-rate faculty, and over the previous decades, USC has succeeded in recruiting such faculty. But in order to keep them, USC must adopt structures of faculty governance that give them a voice, as all top universities have done.

ii. Major policies should not be made by administrators who are out of touch with the needs of students or the demands of research. Had faculty voices been heard, Dean Puliafito would never have been re-appointed and Dean Varma would not have been appointed. USC can avoid the terrible mistakes of the past and become a more dynamic and successful place by re-engaging its faculty. Faculty are the “talent” that can make the team win.

iii. Great departments and universities are built from within, not from without. Instead, of a top-down approach in which the administration dictates the resources and goals available to departments, the administration should engage department chairs and other faculty to discover what departments need in order to improve.

b. Ensuring that fundraising serves the University's mission, and not the other way around.

i. Advancement should be measured by the success of the initiatives funded, not the amount of money raised. The administration should demand and report on performance and accountability from funded initiatives throughout their lifetime.

c. Increasing the transparency of decision-making by administration and Trustees, and effectively balancing the needs for transparency and inclusion with the needs for privacy, efficiency and urgency.

4. What qualities should we be looking for in the next President?

a. An excellent reputation as a first-rate scholar;

b. The highest ethical and academic values and record;

c. Experience in the administration of a leading research university which has a first-rate medical center;

d. Understanding of the core academic values of a university and a willingness to let those values drive all decisions;

e. The ability and desire to build community and work with the different constituencies of the university openly and transparently;

f. Experience solving problems that involve culture change in an institution;

g. Experience with issues of gender and racial diversity, as well as sexual harassment and assault on campus;

h. Experience with and appreciation for a culturally-diverse community and constituency, and willingness to be responsive to the needs of the larger Los Angeles community, including real engagement with our external stakeholders and the press;

i. Commitment to meaningful and sustained engagement with students, through multiple methods and venues.

j. Commitment to the importance of sustainability.

Thank you for your time and attention!