

MEMORANDUM

To: The USC Community

From: C. L. Max Nikias, President

C. C. Nikias

Date: August 9, 2010

Subject: USC's Senior Leadership

C. L. Max Nikias
President

Robert C. Packard
President's Chair

Malcolm R. Currie Chair
in Technology
and the Humanities

It is with a sense of anticipation and gratitude that I assume the role of the 11th president of one of the world's most dynamic and forward-thinking research universities. Under the leadership of Steven B. Sample and the Board of Trustees, the USC community in recent years built an academic enterprise that is envied around the world, and I believe our community is poised to complete its metamorphosis into an undisputed world leader in research, teaching, arts and culture, public service and healthcare.

The Board of Trustees, under Chairman Edward P. Roski Jr., has asked us to move forward quickly and decisively in the coming months, so that we can capitalize on a number of transformational opportunities before us. Accordingly, I am pleased to detail a new configuration, effective immediately, for the Office of the President and other portions of the senior administration.

Professor **Elizabeth Garrett** will serve as **interim senior vice president for academic affairs and provost** while we conduct an aggressive nationwide provostial search. Professor Garrett has served since 2005 as USC's vice president of academic planning and budget. She is USC's Frances R. and John J. Duggan Professor of Law, Political Science and Public Policy. USC's academic deans will report to Interim Provost Garrett, as will the vice provosts, the chief executive officer of USC Hospitals, and the heads of the divisions of Student Affairs, Libraries, Information Technology Services, Student Religious Life, Enrollment Services, and the USC Fisher Museum of Art.

Albert R. Checcio will join USC as **senior vice president for university advancement** on August 23, 2010. Mr. Checcio has served as vice president of development and university relations at Fordham University for the past five years, and will now guide our efforts to organize and launch the largest fundraising campaign in USC history.

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He has designed and skillfully executed campaigns at a number of universities and also served as vice president of development of the children's hospital of Philadelphia. Over the course of his career, he has demonstrated a remarkable gift for recruiting and building top-quality development teams, and has dramatically boosted philanthropic support for his institutions.

We welcome him, his wife Susan, and their family to the Trojan Family, at a moment when one of our top priorities is the gathering of resources necessary to strengthen our academic enterprise.

Robert Abeles will serve as **senior vice president for finance and chief financial officer**. He has served in this capacity on an interim basis since 2008. Mr. Abeles will oversee the university's comptroller, financial and business services, budget and planning, and treasurer.

Todd R. Dickey will serve as **senior vice president for administration**, a role he has held for the past five years. Units reporting to Mr. Dickey include the office of the General Counsel, auxiliary services; administrative operations; career and protective services; university compliance; audit services; trademarks; real estate and asset management; information security; and the office of the university secretary.

Martha Harris will serve as **senior vice president for university relations**, her role at USC since 2001. University Relations comprises government and community relations; public relations and media; health sciences public relations and marketing; events and cultural relations; and USC Radio (KUSC 91.5 FM).

The organizing of the largest fundraising campaign in USC's history represents one aspect of our efforts to increase the university's financial resources; another aspect involves elevating the strategic investment function for the USC endowment. We have thus begun a national search for the university's first **Chief Investment Officer**, who will report directly to me and will also work very closely with the chief financial officer, as well as the members of the Board of Trustees' investment committee. The Prince Houston Group, an executive search firm specializing in asset management professionals, is assisting us with this search.

Maximizing investment returns, within the economic climate that we can anticipate over the next decade, will be crucial to academic progress. Our chief investment officer will be given the resources necessary to build a first-rate endowment investment unit capable of effective investment and risk management—all in a manner that protects and bolsters the ability of our intellectual community to achieve USC's lofty aspirations.

With USC's recent purchase of two hospitals, subsequent improvements to those hospitals, and the integration of a vast and complex faculty healthcare practice into

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USC's fiduciary control, the health professions and medicine now constitute nearly 50% of USC's total annual operating budget. This is an inevitable and welcome development. Consequently, I will continue chairing the **governing board of the USC Hospitals**.

I am also pleased to announce a number of moves to streamline some of the functions of the university and to realign areas of responsibility under each of the university's officers.

Facilities Management Services and Capital Construction (FMS&CC) will now report to the senior vice president for finance, while the real estate and asset management unit will continue to report to the senior vice president for administration.

Because of the central role that USC's alumni will play in our fundraising campaign efforts, **Alumni Relations** will now be housed within University Advancement, with Associate Senior Vice President **Scott Mory** reporting to the senior vice president for university advancement.

The **Office of Contracts and Grants (C&G)**, led by **Jeri Muniz**, will now report to the newly-created position of vice president of research in the Office of the Provost.

As I previously announced, the **Office of Athletic Compliance**, led by **David M. Roberts**, USC's new vice president of athletic compliance, will report to the senior vice president for administration.

The **Administrative Information Services (AIS)** unit will now be under the auspices of the provost's office. **Ken Wozniak**, assistant vice president of administrative information services, will move under **Information Technology Services (ITS)** and will report directly to **Ilee Rhimes**, chief information officer and vice provost. Vice Provost Rhimes will report to the provost while working closely with the senior vice president for finance.

USC's senior vice presidents are responsible for staffing committees of the USC Board of Trustees involving their areas of oversight. The provost will staff the academic affairs and student affairs committees. The senior vice president for university advancement will staff the development and alumni affairs committees. The senior vice president for university relations will staff the public affairs committee. The senior vice president for finance will staff the finance and investment committees. The senior vice president for administration will staff the audit and compliance committee, and also will staff the campus planning committee jointly with the senior vice president for finance.

Randolph Hall, formerly vice provost for research advancement, will be elevated to **vice president of research**, reporting to the provost. This move reflects the growing importance of—and momentum in—Vice President Hall's efforts to support faculty in every

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discipline. Sponsored research at USC is now a \$560 million annual research expenditures enterprise, and the Office for Research Advancement in Washington, D.C., which opened three years ago, continues to bear fruit, while significantly increasing the university's presence in our nation's capital.

Given how biological and medical sciences are emerging as our society's major research frontiers, USC's ability to achieve undisputed and enduring status as an elite research university requires that our basic and translational research, as well as patient care be fortified as much as possible. One of Vice President Hall's priorities is to bridge our Health Science and University Park campuses, through creative and astute academic partnerships that can speed new ideas from the laboratory bench to the bedside.

Katharine Harrington, formerly the dean of admissions, will assume the role of **vice president of admissions and planning**, reporting to the provost. Tuition revenue is a vital aspect of the financial strength of the university. Vice President Harrington will provide oversight for USC's enrollment activities, admission, financial aid, academic records and the registrar. She will also work closely with the provost and others on budget and planning related to tuition revenue, retention and aid. She will work with academic units to continue the improvement of retention and graduation rates. Research and data involving institutional quality and outcomes, historically divided among various administrative units, will now be coordinated by Vice President Harrington.

Timothy Brunold will serve as the new **dean of admissions**, reporting to vice president Harrington. As dean of admissions, Mr. Brunold will oversee all aspects of undergraduate and graduate admissions. He will work closely with the vice president and the provost on enrollment strategy and annual enrollment targets for freshmen and transfer students, as well as Ph.D. students.

A search is under way to find a **vice president of campus development and facilities management services**. Joe Back, associate senior vice president for campus development and facilities management, will lead the unit on an interim basis and will report directly to the senior vice president for finance until a new vice president is hired.

I have reappointed a number of officers and senior executives: **Carol Mauch Amir**, general counsel and secretary of the corporation, who will report to Senior Vice President Dickey; **Michael Jackson**, vice president of student affairs, who will report to Interim Provost Garrett; **Tom Sayles**, vice president of government and community relations, who will report to Senior Vice President Harris, **Margo Steurbaut**, vice president of finance, who will report to Senior Vice President Abeles; and **Courtney Surls**, vice president of development, who will report to Senior Vice President Checcio.

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I'm pleased to announce the appointment of **Dennis Cornell** as **Chief of Staff** of the Office of the President. Mr. Cornell, who has been at USC for 19 years, will report directly to me and will serve as associate secretary to the Board of Trustees.

Joanne Ramirez, who has supported the past four USC provosts, will move to the president's suite to serve as special assistant to the president. **Joyce Mayne** will be special assistant to the chief of staff. **Judy Wilson** will be director of the office's Trustee Program and will be a primary staff resource for the USC trustees, while being supported by **Diane Van Iden**. **Nancy McHose** will be director for presidential events as well as events hosted by the first lady of the university. **Christopher Bazin** will be director of Information Technology Systems, where he will lead efforts to promote sustainable, paperless communications among the president's suite and USC's administrative and academic operations. Ramirez, Mayne, Wilson, McHose and Bazin will all report to Chief of Staff Cornell.

As was announced recently, **Patrick C. Haden** has resigned from the USC Board of Trustees in order to serve as USC's newest athletic director. His appointment was effective August 3, and he reports directly to me. I eagerly look forward to working with this extraordinarily distinguished alumnus and with **David Roberts**, USC's new vice president of athletic compliance, to establish the highest standard for a student-athlete culture, particularly one that can thrive under the spotlight in a mega-city such as Los Angeles. Mr. Roberts, a former star student-athlete at college, has three decades of experience in complex commercial litigation. As associate senior vice president for compliance, **Laura La Corte** will continue to oversee all non-athletic compliance for the university, reporting to Senior Vice President Dickey.

USC's new senior leadership will allow our academic community to prepare for its next chapter, one that will begin with the imminent arrival of one of the world's most talented student bodies. In the coming weeks, we will have a variety of opportunities to explore and discuss strategies for how the USC community can expand its impact upon its world: this includes the drafting of the next strategic plan for the university, which will involve university-wide participation by our faculty, staff, students, alumni, community leaders and other constituencies. This will be a far- and wide-ranging effort, drawing together outstanding women and men from every intellectual discipline and from across the Trojan Family.

Given our academic and fiscal health, given our location at the commercial and cultural crossroads of our new world, and given the high caliber and entrepreneurial spirit of the people of USC, this university is in a position to make historic strides, at precisely the moment that most of our peers are facing serious challenges. I ask for your help as we move forward, and I am sure that what we achieve together—for our community, our Trojan Family, our nation, and our world—will bring immense and lasting pride.

cc: Edward P. Roski Jr, chairman, Board of Trustees
Members, Board of Trustees
Senior Officers