Provost-Senate Retreat: The future of education at USC.

Spring 2021

April 9 and 10, 2021

This Retreat aims to engage senators in the university's strategic reflection on the future of our educational offerings. The broad question at stake is: How do we serve our students better in the future, and for longer than their normal 4+ years as degree students? What might the future of education at USC look like? With a decline in the college-aged population, and changes to the post-secondary education landscape, how can we shape our educational programs and opportunities beyond our traditional degrees and current degree offerings?

Our discussion will focus on four themes. The goal of the Retreat is to offer senators (a) a high-level overview of the issues involved in each of these themes, and (b) an opportunity to bring forward their ideas, and (c) space for discussion with senior administration colleagues. Our themes:

1. **The purposes of liberal education and General Education courses.** What is the purpose of General Education in the twenty-first century? What should General Education at USC aspire to be? What should it prepare students for? How should we balance General Education with various other demands on the curriculum?

2. **Changing needs of our students.** How should we respond to growing interest among students in digital badges and micro-credentials? There is growth in sub-degree offerings in some 2- and 4-year colleges, but also through professional organizations and corporations. The curriculum is typically a narrowly defined topic or area of competency: how might USC engage in this space?

3. **The evolving PhD**. How do we preserve the scholarly goals of PhD training while adapting to the evolving labor market and new opportunities for our graduates? As the population's demographics and the needs of the labor market both diversify, how can USC and its doctoral programs update structures and cultural norms of graduate education to ensure a sustainable future?

4. *Professional development and lifelong learning.* How can USC position itself in the growing field of post-degree education aimed at advancing professional skills and knowledge? What is our role in addressing the learning interests of an aging society? How can we better serve USC alumni in lifelong learning? How can schools serve the local communities and professional communities? What is the role of faculty in developing the curriculum, translating research and teaching in these types of programs?

DRAFT SCHEDULE

Friday, April 9	
12:30 – 12:50	Welcome - Paul Adler, Senate
12:50 – 1:20	Introduction to the Retreat - Chip Zukoski, Provost
1:20 – 1:50	Setting the context: The evolving landscape of higher-ed. Introducing the speaker: Paul Adler Speaker: Jerry Lucido, Rossier School of Education, Director of the USC Center for Enrollment Research, Policy and Practice (CERPP)
1:50 – 2:00	Break
2:00 – 2:30	Theme 1: The role of liberal education and GEs in civic engagement, democracy and the needs of future USC students. Introducing the speaker: Dan Pecchenino, Senate Speaker: Andy Stott, Vice Provost for Academic Programs
2:30 – 3:00	Theme 1 Breakout groups
3:00 – 3:30	Theme 1 Breakout groups reconvene for Plenary discussion Session chair: Aniko Imre, Senate Exec Board
3:30 – 3:40	Break
3:40 – 4:10	Theme 2: Digital badges and micro-credentials; certificates as part of postsecondary learning. Introducing the speaker: Devon Brooks, Senate Speaker: Michael Berman, Chief Information Officer for the California State University System, and Kate Miffitt, Director for Innovation, California State University system, Office of the Chancellor
4:10 – 5:00	Theme 2 Plenary discussion Session chair: Elisa Warford, Senate
Saturday, April 10	
8:30 – 8:40	Welcome and recap: Tracy Tambascia, Senate
8:40 – 9:10	Theme 3: The evolving PhD Introducing the speaker: Jennifer Israel, Senate Speaker: Julie Posselt, Associate Professor, Rossier School of Education
9:10 – 9:50	Theme 3 plenary discussion

	Session chair: Ben Carrington, Senate
9:50 – 10:00	Break
10:00 – 10:30	Theme 4: Professional development, extension program, and lifelong learning. Introducing the speaker: Rebecca Lonergan, Senate Speaker: Chip Zukoski, Provost
10:30 – 11:00	Theme 4 Breakout groups
11:00 – 11:30	Theme 4 Breakout groups reconvene for Plenary discussion Chair: Tracy Tambascia
11:30 – 12:00	Reflections and Closing: Chip Zukoski, Provost

SPEAKER BIOS

Chip Zukoski, Provost: https://www.provost.usc.edu/about/charles-zukoski/

Dr. Charles F. Zukoski was appointed Provost and Senior Vice President for Academic Affairs on October 1, 2019. He holds the Shelly and Ofer Nemirovsky Provost's Chair.

As the university's second-ranking administrator, he oversees the Dornsife College of Letters, Arts and Sciences, the Keck School of Medicine and 21 other professional schools and academic units, in addition to USC's museums, and the divisions of student affairs, libraries, research, student religious life, and enrollment services. Provost Zukoski received his Ph.D. in chemical engineering from Princeton University and his bachelor's degree from Reed College. Zukoski served as Provost and Executive Vice President for Academic Affairs at the University at Buffalo from 2012-2019.

Jerry Lucido, Rossier School of Education, Director of the USC Center for Enrollment Research, Policy and Practice (CERPP): https://cerpp.usc.edu/staff/jerome-a-lucido/

Jerome "Jerry" Lucido is professor of practice at USC Rossier School of Education. He is also executive director of the USC Center for Enrollment Research, Policy and Practice. He served previously as the Associate Dean for Strategic Enrollment Services at Rossier and as USC's Vice Provost for Enrollment Policy and Management, where he was responsible for undergraduate and graduate admission, financial aid, academic records and registration, graduation rates initiatives, and enrollment policy. While Vice Provost, Jerry also served as a trustee of the College Board, as chair of the College Board's Task Force on College Admission in the 21st Century, and as vice chair of the Commission on Access, Admission, and Success in Higher Education. He has played a leading role at the national level in initiatives to improve access for low-income and underrepresented students and to design and execute effective and principled college admission and enrollment management practices.

Andy Stott, Vice Provost for Academic Programs: https://www.provost.usc.edu/about/provost-leadership-team/andrew-mcconnell-stott/

Andrew "Andy" Stott serves as Vice Provost for Academic Programs and Dean of the Graduate School. Charged with advancing academic excellence and supporting academic achievement across USC's more than 800 programs, his areas of responsibility include curriculum development and innovation, advising, diversity and inclusion programs, experiential learning, honors, fellowships, and awards, and helping all USC students attain their academic goals, from first year to PhD.

A professor in the English department specializing in British popular culture from the sixteenth to nineteenth centuries, Stott is the author of four books, including What Blest Genius? The Jubilee that Made Shakespeare (2019), which won the Marfield Prize, the National Award for Arts Writing, and The Pantomime Life of Joseph Grimaldi: Laughter, Madness and the Story of Britain's Greatest Comedian (2009), which won the Royal Society of Literature Jerwood Award for Non-Fiction, the Theater Library Association's George Freedley Award, and the Sheridan Morley Prize for Biography. He has been a fellow of the British Academy, the American Council on Education, and the New York Public Library's Cullman Center for Scholars and Writers.

Michael Berman, Chief Information Officer for the California State University System: https://members.educause.edu/a-michael-berman

Michael Berman is the Chief Information Officer for the California State University system, providing enterprise services and strategic coordination for the 23 campuses of the CSU. He recently served as CSU's first Chief Innovation Officer, leading the effort to promote innovation across the CSU campuses, an effort he continues to support in his CIO role. For eight years he was VP and CIO at Cal State Channel Islands, and has been the senior technology administrator at three other universities. Michael is on the Board of Directors for EDUCAUSE through October, 2020. He is a Director of CENIC, which operates the California Research and Education Network that serves universities, colleges, K-12 districts, and libraries across the state. Michael was a member of the Board of Trustees of NMC and participated in the advisory committee for the NMC Horizon Reports on Higher Education for several years. He was the cofounder in 2010 of EduSoCal, a regional conference that brought together more than 200 participants annually. He holds a Ph.D. in Computer Science from Rutgers University, and he has been a faculty member, a software developer, a systems administrator and a textbook author.

Kate Miffit, Director for innovation in the California State University Office of the Chancellor: https://members.educause.edu/kate-elizabeth-miffitt

Kate Miffit is director for innovation in the California State University Office of the Chancellor. In this role, she is responsible for the development, integration, and management of innovation programs across the California State University system, focused in IT. She implements strategy and programming, researches trends in innovation, and manages resources and communications regarding innovation programs. Prior to this role, she served in different positions in learning design and teaching and learning with technology at the Pennsylvania State University. Kate holds a B.A. in English from Stonehill College and an M.A. in education in instructional technologies from San Francisco State University.

Julie Posselt, Associate Professor, Rossier School of Education: https://rossier.usc.edu/faculty/julie-posselt/

Julie Posselt is an associate professor of higher education in the USC Rossier School of Education and was a 2015-2017 National Academy of Education/ Spencer Foundation postdoctoral research fellow. Rooted in sociological and organizational theory, her research program examines institutionalized inequalities in higher education and organizational efforts aimed at reducing inequities and encouraging diversity. She focuses on selective sectors of higher education— graduate education, STEM fields, and elite undergraduate institutions—where longstanding practices and cultural norms are being negotiated to better identify talent and educate students in a changing society. She was the recipient of the 2018 American Educational Research Association's Early Career Award and the 2017 Association for the Study of Higher Education's Early Career/ Promising Scholar Award.