



**Leadership Opportunity Profile**  
**Search for the Dean, USC Dornsife College of Letters, Arts and Sciences**  
**University of Southern California**  
**Los Angeles, CA**

The University of Southern California (USC), one of the world's leading private research universities, seeks a strategic, bold, and dynamic leader to serve as the next Dean of the USC Dornsife College of Letters, Arts and Sciences (USC Dornsife). [USC Dornsife](#) is USC's largest and most academically diverse unit, serving as the University's academic and intellectual core. The Dean will have the opportunity to affirm the value of the liberal arts, and of higher education generally, as keys to strengthening our democracy and ensuring the nation's future prosperity. In collaboration with a strong and experienced leadership team, faculty, and staff, the Dean will leverage this conversation to advance a vibrant and diverse academic community that is committed to excellence and innovation, strengthening USC Dornsife's visibility and impact and promoting its vital role in the future health of the University.

The College offers a broad and diverse range of nearly 190 undergraduate and graduate degree programs in [37 academic departments](#) across the humanities, social sciences, and natural sciences, and has over 900 faculty members who are some of the most [celebrated and accomplished scholars in the world](#). With a research enterprise totaling over \$119 million in annual expenditures comprised of 362 federal awards and 985 active grants, USC Dornsife's world-renowned faculty continue to push the boundaries of knowledge by cultivating groundbreaking research and fostering interdisciplinary connections. These efforts not only shape USC's reputation as a top-tier research institution, but also prepare its students to make meaningful contributions across diverse fields. The College is supported by more than 900 dedicated staff members whose excellence, alongside that of the College's faculty, contribute to its dynamic environment. USC Dornsife's excellence attracts over 9,900 of the world's most talented undergraduate and graduate students, offering a distinct, 21<sup>st</sup>-century liberal arts education, infused with the West Coast, entrepreneurial spirit.

Founded by civic leaders in 1880 during California's rise to prominence, USC has long been a pioneering institution with diversity, discovery, and exploration at its heart. Its aspirations and embrace were as expansive as the region it grew to represent. Since opening its doors, USC has pursued a path of breaking boundaries and transcending its own geography, which has put it on an impressive trajectory. Today, with a budget of \$7.4 billion, \$1.04 billion in sponsored research, and over \$8 billion in [economic impact](#) across the region and state annually, USC has established itself as an anchor institution in Los Angeles; a global center for arts, technology, and international business; and a leading research university, distinguished by its unique, nimble, and inventive culture. In April 2022, President Carol Folt [outlined a bold set of "moonshot" initiatives](#) focused on: expanding health sciences across disciplines (Health Sciences 3.0), driving computing innovation (Frontiers of Computing), enhancing accessibility and affordability to attract top talent (USC Competes), sustainability in cross-disciplinary contexts (Sustainable Urban Futures), and investing in athletics (Athletics Reimagined). With an added focus on student success, faculty

development, and community engagement, the new Dean will align USC Dornsife with USC's broader strategic initiatives and increase efforts to boost the College's research productivity and strengthen its interdisciplinary programs. Innovative programs like [Public Exchange](#) are enabling USC Dornsife to "swing open its doors" by bringing research into public dialogue, which in turn helps position the College as a leader in addressing global challenges and supports USC's broad and ambitious future aspirations.

This is a remarkable opportunity for an experienced academic leader to champion USC Dornsife's liberal arts mission, expanding its influence and championing its remarkable breadth locally, nationally, and globally. To accomplish this, the Dean will address a set of key opportunities and priorities, listed below:

- *Advance an inclusive, bold, and inspiring vision for USC Dornsife that promotes the liberal arts mission and champions its critical role as the University's academic and intellectual core;*
- *Build on USC Dornsife's longstanding commitment to student success;*
- *Strengthen the College's commitment to academic excellence to accelerate its impact;*
- *Bring a strategic approach to stewarding and growing resources in support of the College's aspirations;*
- *Ensure transparent, clear, and inclusive communication and decision-making;*
- *Further USC Dornsife's visibility, reach, and impact in Los Angeles and beyond.*

A complete list of the desired qualifications and characteristics may be found at the conclusion of this document, which was produced with the support of Isaacson, Miller, a national executive search firm. All confidential applications, inquiries, and nominations should be directed to the parties listed at the end of this document.

## **ABOUT THE UNIVERSITY OF SOUTHERN CALIFORNIA**

Founded in 1880, the University of Southern California is a leading private research institution located in the heart of one of the biggest metropolises in the world. Over the span of its history, the University has pushed the frontiers of knowledge and achieved great advances in academic rigor and reputation, faculty prominence, the size and influence of its research portfolio, and the strength of its undergraduate and graduate education. The University was a co-founding institution of the Association of Pacific Rim Universities, a consortium of the 45 leading research universities linking the Americas, Asia, and Australasia. It combines an international commitment with the dynamism offered by the second-largest metropolitan region in the United States with an over \$1 trillion economy, and the presence and contributions of one of the largest international student bodies of any American university ([over 12,000](#)).

With over 4,700 full-time faculty and more than 18,000 staff, USC supports approximately 47,000 students, 26,000 of whom pursue graduate degrees. The University provides \$464.3 million annually in financial aid ([over \\$800 million](#) when including all sources of aid). In 2024, USC admitted 9.8% of the 82,027 undergraduate applications they received, with 22% of the incoming first-year class being first-

generation college students. The University's diverse student body includes over 41% students of color, and over 27% International students, with the largest populations coming from China, India, and South Korea.

The University is home to 23 schools and academic units, bringing together world-class research and interdisciplinary educational offerings informed by global perspectives. Its distinguished faculty includes innovative artists, researchers, practitioners, scholars, clinicians, teachers, and mentors—among them Nobel laureates and recipients of prestigious national honors, such as the MacArthur “Genius” award, and winners of the National Medal of the Arts, the National Humanities Medal, the National Medal of Science, the National Medal of Technology and Innovation, among many other recognitions. Together, USC's faculty, schools, and academic units offer a wide range of undergraduate, graduate, and professional degrees that prepare students for success across diverse fields.

With an endowment of \$7.3 billion and an institutional budget of \$7.4 billion, USC is well-positioned to advance its impact and innovation. In 2023, USC achieved a [record-breaking \\$1.04 billion](#) in annual research expenditures, fueling critical studies in fields such as biotechnology, public health, biomedical engineering, cancer, and Alzheimer's disease. This achievement places USC as one of the top 13 private universities exceeding \$1 billion in research expenditures annually. Additionally, USC invests \$35 million annually in community initiatives, directly supporting 40,000 local residents through various programs and partnerships, including 31 Neighborhood Academic Initiative partners across both campuses.

A global university, USC has international offices in Beijing, Shanghai, Hong Kong, London, Mexico City, New Delhi, São Paulo, Taipei, and Seoul, as well as innumerable global partnerships, including with the Hong Kong University of Science and Technology, Bocconi University, Peking University, and the London School of Economics. While global in reach, USC is anchored by its University Park and Health Sciences campuses in Los Angeles. In 2023, USC announced the [opening of its new Capital Campus in Washington, D.C.](#), which has helped expand the university's influence and presence.

For more information about USC, visit: <https://www.usc.edu/>.

### *Leadership*

In November 2024, [Dr. Carol Folt](#) announced her plan to retire from the University of Southern California at the end of the 2024-2025 academic year. The Board of Trustees is in the process of searching for a transformative leader to succeed President Folt and continue to build USC as world leading academic institution. Since taking office in 2019, President Folt has championed a transformative vision for USC, focusing on initiatives that prioritize student access and affordability, interdisciplinary innovation, sustainability, and community engagement. Her leadership in these initiatives has enhanced USC's reputation as a leader in research, education, and public service. Previously, President Folt served as chancellor of the University of North Carolina at Chapel Hill (UNC), where she was also a professor of

biology and led initiatives to strengthen academic rigor, research, and public service. She leaves USC with a strong foundation to further advance the university's mission.

[Dr. Andrew T. Guzman](#) assumed the role of provost and senior vice president for academic affairs on July 1, 2023. A distinguished scholar in international law and economics, Provost Guzman is a professor of law and political science and was previously the Dean of the USC Gould School of Law. As the university's Chief Academic Officer, Provost Guzman leads USC's 23 schools and supports a culture of continuous improvement. During his time as Provost, he has overseen the launch of USC's new Frontiers of Computing program, the opening of the university's new Capital Campus in Washington D.C., and has collaborated with many colleges to facilitate new programs around ethics and AI. He also collaborated with the faculty Senate to create the Provost and Academic Senate Joint Task Force on Academic Freedom and Responsibility.

## **ABOUT USC DORNSIFE**

USC Dornsife functions as the academic heart of the University, advancing USC's mission to develop both individuals and society through world-class research, transformative teaching, and a commitment to public service. As the largest and most academically diverse unit at the University, USC Dornsife offers a range of programs across the humanities, social sciences, and natural sciences. The College provides undergraduates with a comprehensive liberal arts education that is innovative, engaging, student-centered, and experiential, and fosters intellectual curiosity, critical thinking, and interdisciplinary collaboration. Through these efforts, USC Dornsife is nurturing the next generation of leaders and scholars and equipping them to lead and innovate in a complex world.

Research lies at the center of USC Dornsife's mission, driving a dynamic community of over 500 research-active scholars across the College. Together across these units, USC Dornsife uncovers new knowledge, tackles complex challenges, and offers fresh perspectives to help make sense of our world. As a leading research university, USC Dornsife upholds a social contract to produce innovations that underpin our modern way of living and solve problems of tremendous complexity.

USC Dornsife is home to over 950 esteemed tenured, tenure-track, and teaching faculty across 37 academic departments. Its world-renowned faculty members comprise an internationally distinguished and diverse group of scholar-teachers, including 2 Nobel Laureates, 5 MacArthur Fellows, 14 National Academy of Sciences members, 46 American Association for the Advancement of Science members, 22 American Academy of Arts and Sciences Fellows, and 41 National Endowment for the Humanities Fellows. USC Dornsife is home to 68 research institutes and centers, where faculty and students work collaboratively to address some of the world's most pressing challenges. These interdisciplinary centers bridge diverse areas of expertise, creating a dynamic environment that drives impactful discoveries and solutions that benefit society on a local and global scale.

With its broad array of academic programs, centers, institutes, projects, and community engagement initiatives, USC Dornsife is an innovation hub with forward-thinking scholars and leaders. USC Dornsife addresses global challenges and fosters innovation through groundbreaking research, convenings, and community-focused programs. Initiatives like the annual [Climate Forward](#) conference, hosted by USC Dornsife's [Center for the Political Future](#) and [Wrigley Institute for Environment and Sustainability](#), bring together scholars, policymakers, and advocates to explore realistic solutions to address challenges associated with a changing climate. With [\\$42 million in recent support from the National Institute on Aging \(NIA\)](#), USC Dornsife researchers through the [Center for Economic and Social Research](#) are also deepening insights into American life through their administration of the Understanding America Study (UAS), a leading resource for researchers nationwide that offers a broad, long-term view into the factors shaping the daily lives of Americans. These are just some examples of the many ways in which USC Dornsife's researchers and its robust academic programs are making an impact, which provides a strong foundation upon which the next Dean can advance a vision for Dornsife's future.

The [Academy in the Public Square](#) is another such initiative through USC Dornsife that encourages engagement between USC Dornsife faculty and communities beyond the University, positioning the College as a trusted source of expertise to address today's most complex issues. At the heart of this initiative is [Public Exchange](#), a first-of-its-kind hub that connects a wide range of academic researchers with policy, industry, and non-profit partners that need this expertise to tackle complex challenges. To date, the initiative has engaged 25 partners and 115 researchers, resulting in \$13 million in research partnerships and demonstrates great promise for continued impact and engagement.

USC Dornsife students represent 92 countries, with 25% of First-Year students in Fall 2024 identifying as first-generation students. Over half of USC Dornsife undergraduates receive financial aid, and 27% of the undergraduate population join as transfer students. All USC undergraduates engage with USC Dornsife through foundational coursework, and nearly 40% enroll in the College's approximately 190 major and minor programs. USC Dornsife supports a vibrant graduate community, offering 34 doctoral programs, which, together with its master's programs, serve more than 2,200 graduate students. With a commitment to globalization, USC Dornsife offers opportunities to develop and refine global awareness among its students through 95 majors and 93 minors, study abroad opportunities spanning [60 programs in 25 countries](#), and internationally-themed curricula that enriches students' academic and cultural perspectives. There are more than 900 dedicated and committed USC Dornsife staff who play an integral role in the administration and successful operations of the College. Since Fall 1989, USC Dornsife has produced a vibrant alumni network of approximately 67,000 graduates who are thought leaders and lifelong members of the Trojan Family.

For more information about USC Dornsife, visit: <https://dornsife.usc.edu/>.

## ROLE OF THE DEAN

Reporting to the Provost, the Dean will serve as the chief academic and administrative officer of USC Dornsife and oversee all aspects of its academic programs, research activities, fundraising, finances, outreach, and other operations. The Dean is charged with the responsibility of maintaining the highest standards of research, teaching, and scholarship, and fostering meaningful intersections between curricular and co-curricular activities. The Dean will attend to the College's aspirations and requirements and, as the primary representative of USC Dornsife, will work closely with students, staff, faculty, university leadership, donors, alumni, additional partners, and key institutional leaders for the University. The Dean is responsible for the efficient administration of \$119 million in annual research expenditures. In addition, the Dean oversees a current 14-person senior leadership team comprised of the following:

- Executive Vice Dean
- Divisional Dean for the Humanities
- Divisional Dean for the Social Sciences
- Divisional Dean for the Life Sciences
- Divisional Dean for the Physical Sciences and Mathematics
- College Dean of Undergraduate Education
- College Dean of Graduate and Professional Education
- Associate Dean and Chief Diversity Officer
- Senior Associate Dean for Communication and Marketing
- Senior Associate Dean for Creative Content
- Vice Dean, Administration and Finance
- Vice Dean for External Affairs
- Director of Public Exchange
- Senior Administrator, Assistant to the Dean

## KEY OPPORTUNITIES AND PRIORITIES FOR THE DEAN

The Dean will be responsible for building on recent success and charting a path forward for USC Dornsife, one that energizes and unites a diverse community, meets the institution's mission, and ensures that USC Dornsife continues to deliver an exceptional liberal arts educational experience. Given this overarching charge, the primary opportunities and priorities for the next Dean include the following:

***Advance an inclusive, bold, and inspiring vision for USC Dornsife that promotes the liberal arts mission and champions its critical role as the University's academic and intellectual core***

As the leader of a college with remarkable diversity in breadth and depth of academic scholarship, the Dean will have far-reaching influence across USC and will embrace USC Dornsife's pivotal role in shaping the University's academic landscape. Building on the College's robust history and foundation, the Dean will unite the community around an inclusive shared vision that underscores liberal arts education as central to USC's mission and the undergraduate experience. The Dean will advocate for all disciplines and units within USC Dornsife and represent its varied constituents within the larger USC context. While the

Dean will lead this process, partnership and collegiality across the USC Dornsife community will be key to successfully realizing its shared goals.

***Build on USC Dornsife's longstanding commitment to student success***

As the College with the largest undergraduate student population at USC, the Dean will maintain USC Dornsife's commitment to student success by enhancing both academic and support services to meet the needs of its students. In today's rapidly evolving educational landscape, the Dean will value innovation in teaching and learning to ensure that USC Dornsife's programs remain rigorous, relevant, and competitive amid shifts in the 21<sup>st</sup>-century world, including the growing influence of AI. They will also be a visible member of the community and will directly engage with undergraduate and graduate students to gather insights that will help strengthen their experience. Accordingly, the Dean will work to expand opportunities for experiential learning and internships, helping students apply their academic work to real-world experiences. The Dean will also recognize the importance of student wellness and support comprehensive student support systems that address mental health and provide accessible resources to more comprehensively support students' personal and academic success.

***Strengthen the College's commitment to academic excellence to accelerate its impact***

Building on USC Dornsife's strong research and teaching missions and distinguished faculty, the Dean will be a committed advocate for academic excellence, advancing the College's reputation as a leading hub for scholarship, research, and teaching. As the academic core of the University, USC Dornsife plays a central role in sustaining the University's overall academic reputation and ranking as a leading R1 institution. The Dean will play a crucial role in maintaining high standards for faculty research, teaching, and scholarship across various disciplines and will support a culture that celebrates and invests in all scholarly and creative activities, as well as interdisciplinary collaborations. This includes fostering a culture that supports top-tier research, producing impactful publications, and making meaningful contributions to the broader academic community. In doing so, the Dean will develop a clear plan by which the quality of USC Dornsife's faculty, research, and programs can be maintained and strengthened, ensuring that the College remains a cornerstone of the University's research and distinction.

The Dean will also support initiatives that elevate USC Dornsife's academic reputation while actively engaging in the broader institutional agenda. As such, the Dean will work closely with University leadership to establish incentives and structures that facilitate and empower collaborative efforts. Additionally, this leader will champion scholarship in the arts and humanities, including institutes and programs that promote scholarship not always tied to external funding. To that end, the Dean will continue to invest in world-class faculty and celebrate their achievements, ensuring they have the resources needed to thrive in their teaching, research, scholarly, and service pursuits. Through these efforts, the Dean will promote a vibrant academic environment that reinforces USC Dornsife's dedication to innovation and excellence.



***Bring a strategic approach to stewarding and growing resources in support of the College's aspirations***

The Dean will be central in overseeing USC Dornsife's resources and ensuring operational excellence to advance its academic mission and priorities. With strong financial acumen and an understanding of the institution's budgetary constraints, the Dean will lead strategic discussions, develop a clear approach to the allocation of resources, and advocate for resources that align with the College's core needs while empowering faculty and staff to play an active role in resource generation. This includes effectively stewarding USC Dornsife's \$119 million in annual research expenditures, with a strategic focus on expanding this funding to drive innovation and advance the College's research mission. To accomplish this, the Dean will foster a culture that incentivizes faculty and staff to pursue external funding through sponsored research and partnership opportunities to collectively and collaboratively enhance USC Dornsife's financial position. By developing a sustainable budget model and financial strategy that prioritizes the current and future areas needing support and investment, the Dean will be able to promote a healthy and sustainable future for both USC Dornsife and the University.

To realize the College's mission and objectives for the future, the Dean will be central in securing the funds necessary to support these aspirations. This includes efforts to ensure the USC Dornsife community is engaged in advancing the College's financial health. In addition to skillful and creative budgeting experience, the new Dean will bring experience with appropriate investment strategies to enhance research capacity, support enrollment, and ensure a strong long-term financial future for the College. With a solid base of the College's financial support coming from undergraduate tuition, the Dean will leverage a broad knowledge of funding sources and actively explore diverse revenue streams to expand opportunities that will enhance Dornsife's financial foundation. In addition, the Dean will be an effective and strategic storyteller, cultivating relationships with alumni, local industries, philanthropic sources, and other key partners to generate excitement that will strengthen USC Dornsife's financial position. The Dean will articulate how USC Dornsife will actively contribute to addressing society's most pressing challenges through cutting-edge research, interdisciplinary collaboration, and forward-thinking approaches to ensure that the College continues to be a top destination of choice for a diverse range of students and faculty.

***Ensure transparent, clear, and inclusive communication and decision-making***

With a commitment to shared governance, the Dean will prioritize transparency and inclusivity in decision-making to ensure faculty, staff, and student voices are valued, heard, and incorporated into the process while also recognizing and supporting the contributions of staff to USC Dornsife's success. As a visible and accessible leader, the Dean will place importance on open communication with USC Dornsife constituents to foster collaborative and innovative partnerships across the College and University, which in turn will help boost morale in the process. The Dean will also be a principled and forthcoming leader who will effectively communicate tough decisions when necessary. By taking a thoughtful, inclusive, and transparent approach to decision-making, the Dean will inspire trust and cohesion as they lead USC Dornsife into the future.



***Further USC Dornsife's visibility, reach, and impact in Los Angeles and beyond***

As a thought leader and the public face of USC Dornsife, the Dean will build partnerships across diverse sectors to expand the College's visibility, reach, and influence within and beyond USC. Serving as an inspirational and respected ambassador of the College, the Dean will create meaningful collaborations with leaders and organizations at various levels. Through these partnerships, the Dean will identify mutually beneficial opportunities that amplify USC Dornsife's contributions to pressing societal conversations, which will further position USC as a leader in addressing the challenges and opportunities of today's world. In doing so, the Dean will work to ensure that USC Dornsife's research and initiatives resonate broadly, elevating its reputation and impact locally, nationally, and globally.

Notably, the Dean will play a crucial role in defining and amplifying USC Dornsife's identity within the global mega-region of Los Angeles. The Dean will deepen USC Dornsife's engagement with the community by fostering partnerships with local nonprofits, civic leaders, industry partners, and philanthropic organizations and collaborating with them to address some of LA's most pressing economic and social challenges. This leader will underscore USC Dornsife and USC's role as key players in the intellectual and cultural fabric of Los Angeles, reinforcing USC Dornsife and USC's role as active contributors to the city's growth and resilience. Through these efforts, the Dean will leverage USC's exceptional location to craft forward-thinking initiatives within USC Dornsife.

**QUALIFICATIONS AND CHARACTERISTICS**

The successful candidate will possess a terminal degree and bring a distinguished record of scholarship and teaching appropriate for a tenured appointment as a full professor in an academic unit within USC Dornsife. They will also demonstrate a record of leadership and administrative experiences supporting and strengthening intersections of research and teaching. They will also bring an ability to think strategically about the future of higher education, and how USC and Dornsife can be innovative leaders. While no single candidate will possess all the ideal qualifications, the successful candidate will bring many of the following experiences, knowledge, and abilities important to the role:

- An outstanding scholar with a deep appreciation for and commitment to a liberal arts education, teaching excellence, experiential learning, demonstrating intellectual curiosity and commitment to all academic disciplines;
- Successful management experience in a complex organization within an academic setting, with a track record of effective collaboration with other academic units;
- A record of engaging, visible, and collaborative leadership, including the ability to foster successful organizational change;
- Demonstrated experience in financial planning and responsible stewardship of resources;
- Strong commitment to promoting research and scholarship excellence, with a record of increasing externally funded research;

- Respect for shared governance with active engagement, and a strong value for transparency in decision-making; demonstrated success in making decisions based on input from all constituencies;
- Commitment to diversity, equity, inclusion, and belonging, as evidenced by actions and achievements related to retention, workplace culture, community outreach and engagement, and institutional programming;
- An exceptional communicator who can inspire internal and external constituencies to attract supporters and raise funds;
- Experience with fundraising, grant development, and/or the cultivation of external professional partnerships;
- Dedication to USC Dornsife's mission with experience managing student enrollments; and
- Proven experience in managing staff to optimize employee and organizational productivity to meet evolving priorities, goals, and objectives.

## **SALARY**

The budgeted annual salary range that the University of Southern California reasonably expects to pay for the Dean of the Dornsife College of Letters, Arts and Sciences is \$575,000 to \$725,000.

This range takes into account a wide range of factors that are considered in making compensation decisions, including but not limited to experience, skills, knowledge, abilities, education, licensure and certifications, and other business and organizational needs. Salary offers are determined based on final candidate qualifications and experience.

## **LOCATION**

The University developed in stride with the dynamic city of Los Angeles, a global center for art, technology, culture, industry, and trade, and a vividly international city with one of the most diverse populations on the planet. Now the creative capital of the Pacific Rim, Los Angeles constantly reinvents itself. USC is both in and of its city. It was shaped by a succession of visionaries who invested their time, insight, and financial resources to build one of the world's great universities in the heart of a consequential global mega-region.

USC contributes significantly to the region as one of its largest economic engines. The University is the largest private employer in the city of Los Angeles, providing nearly 23,000 jobs and creating non-university job opportunities for thousands of additional residents each year. USC generates over \$8 billion annually in economic activity in the Los Angeles region alone, which does not include the direct spending or impacts of the USC hospitals. In addition, because of USC's long tradition of excellent professional education, USC alumni represent a large percentage of the business leaders and practicing professionals in the region. More details about Los Angeles can be found [here](#).

## APPLICATIONS, INQUIRIES, AND NOMINATIONS

Screening of complete applications will begin immediately and continue until the completion of the search process. Electronic submission of materials is required, and inquiries, nominations, referrals, and CVs with cover letters should be sent via the Isaacson, Miller website for the search: <https://www.imsearch.com/open-searches/university-southern-california-dornsife-college-letters-arts-and-sciences/dean>.

David Bellshaw, Carley Davenport, Leslie Lemus, and Salem Adisu  
Isaacson, Miller

*The University of Southern California is an equal opportunity, affirmative action educator and employer, proudly pluralistic and firmly committed to providing education and employment opportunities to outstanding, qualified individuals with diverse backgrounds and experience. The University strives to maintain a welcoming community in which all its members may live, work and learn in peace and dignity, be proud of who they are, and have equal opportunity to realize their full potential as individuals and members of society. To this end, the University places great emphasis on those values and virtues that bind us together as human beings and members of the Trojan Family. The University enthusiastically supports the principles of affirmative action and equal opportunity in their entirety, and expects that every person associated with the University will give continuing support to their implementation.*