MEMORANDUM

To: Professor Erik Johnson, EFC Chair
From: Yannis C. Yortsos, Dean
Date: January 11, 2010
Subject: List of Accomplishments in my Tenure as Dean of the Viterbi School

Per your request, as conveyed to me by Vice-Provost Randy Hall, below is a description of accomplishments in my tenure as Dean of the Viterbi School from June 1, 2005 to December 31, 2009.

I will preface this by stating that the academic enterprise advances as a result of the work of its constituencies, most notably its faculty and staff. Any academic administration is as successful as the collective action of these constituencies, past and present. Therefore, taking credit for any accomplishments has to be viewed with that lens. For example, recruiting, retaining and graduating great students is the collective effort of a great number of people over a number of years. Part of it is has been facilitated by recent initiatives. Winning large research centers requires faculty leadership, some present in the school over many years, other acquired more recently. Gifts to the institution may be due to tireless cultivation over decades, or the satisfactory experience of alumni when they were at the school, several years ago. Others are due to very recent cultivation. Faculty distinctions are the results of many years of excellence at the school. Others recognize accomplishments of recent hires. And so on.

Therefore, what will be reported below will highlight actions, accomplishments and distinctions of the school, during the years I have been entrusted with its leadership. But this list is one of facts, not of bragging rights for the dean’s office. Our contribution, if any, has been to nourish a culture of excellence and a sustaining climate, where such distinctions had a better chance of being realized. It will be up to the school’s constituencies to discern what is due to the dean’s leadership team and what is not. As always, I would be happy to provide any clarification required.
When I was a dean's candidate four years ago, I articulated (in italics below) the following aspirations for our school:

I expressed my belief that the 21st century will be shaped to be the century of the engineer, where the enabling role of engineering/technology will impact all aspects of society, hence leading to the emergence of a new brand of engineer, one that with a balance of left and right brain skills.

I proposed that we should solidify our prominence among the elite engineering schools in the nation, in the context of a rapidly changing global, contextual and economic landscape, and to lead the quest for new paradigms in engineering education and research.

I then asked that we should strive to become the leader at USC in all quality metrics related to education, research and innovation, and a leader nationwide in molding new paradigms of engineering education, research, innovation and global outreach, while at the same time delivering excellence in all our endeavors.

The vision was encapsulated by the statement that we should work for the Viterbi School to be:

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<th>First at USC</th>
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<td>A Leader in the Nation</td>
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<td>With Constantly Improving Quality, and</td>
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<td>Excellence in All Our Endeavors</td>
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Subsequently, I also added that it is my ambition that as a result of all the things that we do, will enable, even compel, our constituencies to say

| I am fortunate to be associated with the Viterbi School |

This comprehensive vision has guided me and my team, and hopefully the whole school, during my tenure as a dean. If any of the accomplishments resulted because of our strong adherence to this philosophy, we would be honored to accept credit.

To make the reading of this report easier, I will first provide a summary of the most notable distinctions and accomplishments in the school between June 1, 2005 (when I was first asked to lead the school) and December 31, 2009. It will be followed by a detailed bullet-point list along the following broad categories:

- Faculty, Research, Undergraduate Programs, Masters and Professional Programs, Doctoral Programs,
- Globalization, Administration, Finances, Space and Staff, Communications, External Relations and Fund Raising.

In each category I will first list strategic goals, as stated while I was a candidate dean (or later, as needed in very few cases, e.g. the need to fundraise for a new building), followed by actions initiated at the dean's office, and subsequently by a list of notable distinctions and accomplishments of the school.
### SUMMARY OF MOST NOTABLE DISTINCTIONS AND ACCOMPLISHMENTS

- Increase in the size, quality and diversity of the VSoE Tenure-Track, Full-Time faculty: Recruited 31 new faculty across departments and ranks (of whom 9 are women, 3 Hispanic and 1 African American) for an all-high total of 168, with the fraction of women, Hispanic and African American faculty increased by at least 60%.
- Six VSoE faculty elected to various National Academies (one in NAS, four in the NAE, one in the IOM). Twelve Jr. Faculty received NSF Career Awards.
- Implementation of a new Faculty Load Profile and research innovation funds encourage research productivity.
- Renewal of all 6 existing national research centers and the award of 10 new, multi-year, multi-school, research centers of approximate total funding level of over $90M. Research volume at an-all-time high in 2009.
- Promotion of interdisciplinary research, programs and faculty appointments, emphasizing the concept of Engineering+ with new directions in energy, health, infrastructure.
- Continuous increase in the quality and diversity of the entering freshmen, in retention rates and in graduation rates: All-time highs in SAT scores, in women and URM composition of the 2009 freshman class (2114, 33% and 15%, respectively), freshman return rate (92% in 2008) and USC graduation rate (88%). New programs and innovations, inside and outside the curriculum (including the new Division of Engineering Education). The VSoE was one of the three founders of the nationwide NAE Grand Challenges Scholars Program, initiated in 2009.
- Creation of the new Office of Master's and Professional Programs to coordinate and enhance the MS program and respond to the needs of professional engineers, domestically and internationally. All-time high (36) in the number of MS programs offered through DEN. Strong MS enrollments helped support the mission of the school.
- Creation of the new Office of Doctoral Programs. Articulated expectations for PhD student support. All-time highs in numbers of supported PhD students and in number of PhD students graduated (163 in 2009), approaching a ratio of 1/1 of PhD graduated/faculty/year.
- Creation of the Office for Strategic Initiatives to expand global ties with top institutions worldwide, including Tsinghua University and the University of Peking. Establishment of new VSoE presence in Bangalore and Shanghai.
- Consistently surpassing budgeted revenues every year since 2006 led to robust financial health of the VSoE. Strengthening of the infrastructure (staff, space, budget, IT) and instilling a “serving our constituencies” mentality. Successfully obtained authorization for a new science and engineering building (about 120-140K sq ft), jointly with the College.
- Promoting points of difference and positioning the VSoE as thought leader. Hosted with Duke and Olin College the first ever NAE Grand Challenges Summit at Duke University in March 2009.
- Raising more than $140M between June 2005 and June 2008 to complete the 7-year, $300M fund-raising initiative started in June 2001. The fundraising total of $190M for the endowment surpassed the original goal of $150M. Naming of three academic departments (Mork Family, Hsieh and Astani, increasing the named departments by a fourfold) and one Institute (KIUEL) at a combined total of $75M.
DETAILED LIST OF STRATEGIC GOALS, ACTION AND DISTINCTIONS AND ACCOMPLISHMENTS

1. Faculty

Strategic Goals:

• Continuous engagement with the EFC and the faculty: Develop practices and policies to engage, motivate and reward. Communicate transparently and effectively. Build a sense of common ownership of the school and its ambitions
• Continuous increase of faculty quality: Recruit, retain and reward the best (“faculty who are better than we”). Increase the NAE percentage of our faculty and promote faculty for national awards. Create more named chairs and professorships. Enhance Jr. Faculty mentoring.
• Improve faculty diversity and interdisciplinarity: Consistent with (at least) the average national demographics (domestic, female, URM) of top-tier research schools.

Action:

• Regular engagement with the EFC: The dean has expressed his availability to be present and report at every EFC meeting. (Although in practice this has been restricted to twice a year). The EFC Chair as well as the Chair of the Viterbi WiSE Committee are part of the regular Department Chairs meetings (effective Fall 2006).
• Established joint Dean’s-EFC Committees on Research and on Academic Affairs (Spring 2006).
• Established new “Tea with the Dean” open sessions (three-to-four sessions per year) for all faculty (2007).
• Established a new annual Jr. Faculty Travel Fund at $50K/year available to all Jr. Faculty (2007).
• Established a new annual Research Innovation Fund at $100K/year available to all faculty (2007).
• Established a reduced teaching load for all Tenure-Track Jr. Faculty (2008).
• Working together with the EFC implemented a revised faculty load policy that provides incentives for research. Second version of the policy accepted, nearly unanimously, by departments and the EFC and it is now official school policy (2009).
• Established a new Faculty Awards Office that coordinates and promotes VSoE Faculty for national awards (2006).
• Established regular research mentoring workshops for Jr. Faculty and a mentoring program by Sr. Faculty (2006).
• Established a comprehensive new faculty and new department chairs workshop (2009).
• Instituted a new Sr. Associate Dean Office for faculty and doctoral student recruitment (2009).

Distinctions and Accomplishments:

• Increase in the TT, FT faculty size by a net 21 new faculty since Fall 2005. The current (as of October 2009) number of 168 is an all-time-high
• Increase in TT, FT faculty diversity: Hire across departments and ranks; hire of 9 new women faculty (for a net increase of 7) resulted in the increase of the number of women faculty by 63% to 18 (all-
time high), now approaching as fraction of the TT, FT faculty, the national average of 12.3%; increase in the number of African American faculty by 100%; increase in the number of Hispanic faculty by a net 3 new faculty resulted in the increase of the number of Hispanic faculty by 60% to 8 (all-time high), now at 4.7% as fraction of the TT, FF faculty, exceeding the national average of 3.5%.

• Implementation of a number of joint appointments with the Keck School of Medicine, the School of Dentistry, the College and the first joint appointments between Engineering and Education (two such appointments).

• Creation from new endowment of two new Early Career Chairs (McDonald, Padovani), four new Endowed Chairs (Silverman, Cho, Ming Hsieh in Electrical Engineering-Systems, Ming Hsieh in Electrical Engineering-Electrophysics) and two Associate Professor Fellow distinctions. Using existing endowment funds, creation of four new Early Career Chairs, four new Professorships and one new Endowed Chair.

• Establishing Annual Keynote Lectures in every department and helping endow a substantial fraction of them (2006-present).

• Implementation of a Teaching Faculty Track, including the new track of Professor of Practice (2007).

• Significant faculty distinctions and awards include:
  o 12 NSF Early Career Awards awarded to our Jr. Faculty (June 2005 to present)
  o Len Adleman elected to the National Academy of Sciences (January 2006)
  o Four faculty elected to the National Academy of Engineering, two each in 2008 (Nikias and Yortsos) and 2009 (Olah, Scholtz), thus making the school one of about 5 in the nation with such distinction the last two years
  o Mark Humayun elected to the Institute of Medicine (2009)
  o Andy Viterbi won the 2007 National Medal of Science, was a Laureate of the 2008 Millennium Prize and received the 2010 IEEE Medal of Honor
  o Two of our Jr. Faculty (Andrea Armani and Ellis Meng) Selected as MIT Technology Review’s TR35 (2009)

## 2. Research

### Strategic Goals:

• Renew existing and successfully compete for new national centers.
• Continuous increase in contracts and grants awards.
• Capitalize on Provost’s Research Initiatives (Energy, Biomedical Nanosciences).
• Be ahead of the curve: Imperative that we lead the next innovation.
• Promote research in interdisciplinary areas (Engineering+, e.g. energy, health, infrastructure).

### Action:

• Established dissemination of research opportunities to all faculty through weekly gists, a rich web portal, and targeted memos (since Fall 2005).
• Faculty and administrative support for large center proposals (since 2006).
• Initiated a proposal submission and co-PI tracking system (2007).
• Close coordination of research opportunities with the USC Washington, DC Office of Research (since 2007).
• Increased centralized research administration support staff with the addition of a Director of Research Administration position (Summer 2008) and the creation of the RTH Business Office staffed with 3 research administrators (Fall 2008).
• Established regular engagement with ISI (Dean’s annual address to ISI, since 2006, Sr. Associate Deans’ Town halls, since 2008).
• Helped ISI recover from DARPA hits (2007 to present).
• Invested in Energy research (hiring of Tom McGill in 2007, support of ISI’s initiatives, close collaboration with the USC Energy Institute, since 2008).
• Pursued with the Keck School of Medicine a Health Sciences and Technology (HST@USC) program (since Fall 2007).

Distinctions and Accomplishments:

• Renewal of all existing National Centers:
  o IMSC (to full 11-years, 2006), BMES (renewed for three years in 2006, passed critical six-year review, 2009), METTRANS (renewed for maximum six years in 2006), CENS (an NSF STC jointly with UCLA, renewed for the maximum six years, 2007), CREATE (renewed for a second three-year term, 2007, successfully recruited a new director in 2009), BMSR (renewed for an unprecedented 5th five-year term, 2008)
• Award of new multi-year, multi-school and multi-university centers:
  o Center on Autism ($8M, 2007), NIH BioInformatics Research Network (BIRN) ($22.5M, 2008), Rehabilitation Engineering Research Center ($8M, led by the School of Dentistry, 2008), Center for Health Informatics (CHI) (at funding levels of $5.3M and $11.5M in 2008 and 2009, respectively), Systems Engineering Research Center ($10M, a UARC of the DoD, led by the Stevens Institute of Technology, 2008), DoE Energy Frontiers Research Center ($12.5M, 2009), ONR MURI ($4.5M, 2009), National Cancer Institute Physical Science-Oncology Center ($16.4M, led by the Keck School 2009).
• Continuous growth in the number of submitted funding proposals (2007 to present).
• All-time highs in Campus Research Expenditures and New Award totals in FY 2008-2009. Research fund balance (research grants available to spend) on July 2009 was double of that in July 2005.
• Establishment of two new Corporate Research Centers: CAGERIC (funded by General Electric, 2008) and CASTE (funded by INFOSYS, 2008).

3. Undergraduate Programs

Strategic Goals:
• Recruit the best undergraduates, retain those we attract, provide unique education, enriched with leadership, community and global outreach, and graduate them with career placement.
• Lead nationally in Engineering Education innovations and revise the undergraduate curricula to prepare the new engineer, one who maintains leadership in technology, and defines the problem, not only providing its technological solution.
• Respond to national and state calls for STEM education, through K-12 Outreach and interaction with the Rossier School of Education.

Action:

• Enhanced the Office of Admissions and Student Affairs (Recruitment, Retention and Career Placement) by hiring additional staff.
• Continuous Enhancement of Women in Engineering (WiE) and strengthening of the Office of Student Diversity.
• Continuous support of K-12 Outreach through support of MESA and Pre-College efforts.
• Enhanced the Center for the Instruction of Mathematics to Engineering Students (CIMES) (2005 to present).
• Expanded the Program of Freshman Academies (2005 to present).
• Implemented innovative programs in the curriculum (2005 to present).
• Established leadership and service programs outside the curriculum (KIUEL Institute, 2006).
• Created the Division of Undergraduate Education (to encompass all school-wide activities, including ABET matters, 2007).
• Implemented rigorous curriculum assessment practices for all our undergraduate programs, with the guidance of education faculty (2007 to present).
• Instituted a Commencement Speaker for the Viterbi Undergraduate Commencement Ceremony (Spring 2008).

Distinctions and Accomplishments:

• Continuous gains in entering freshman quality, with Fall 2009 SAT scores at 2114 at an all-time high, leading USC. The Viterbi Freshmen SAT scores increased an average of 9 points in each of the last four years. There were 46 National Merit Scholars in 2009.
• Continuous gains in retention, with the Fall07 Freshman Cohort Return-Rate-to-Sophomore at a record 92%, an all-time high.
• Continuous gains in USC 6-year graduation with the 2009 mark at 88%, an all-time high.
• Increased gains in the diversity of the entering freshman class, with more than 1/3 of the Fall 2009 Freshmen being women and 15% URM students, both all-time highs.
• Introduction of new Games Program (GamePipe) in CS (2005), new school-wide course in Engineering Biology (Fall 2005), new Emphasis in Nanotechnology in ChE (2007), new BS in CS and Business (2006), Engineers as Teachers (opportunities for engineering students to outreach to elementary schools, 2009).
• Introduction of a Viterbi Honor System resulting from an Academic Integrity Task Force (2006).
• Innovation in the Senior Capstone Design Course, jointly taught with Business and Fine Arts majors (2008); Innovation in the Senior Capstone Design Course Common-based themes: “Assisting People with Disabilities” (2009).
• Instituted a Commencement Speaker for the Viterbi Undergraduate Commencement Ceremony (Spring 2008).
• One of the three founders nationwide of the NAE Grand Challenges Scholars Program (2009).
• Successfully hosted the ABET Visit to Review for Accreditation the 11 BS Degree Programs (all-time high in number of programs including two new programs) (Oct. 2009).
• New X-Prize Foundation entrepreneurship course, offered jointly with Business (Spring 2010).
• Significant Student Distinctions: Reed Doucette (ME)- USC Salutatorian, Commencement 2008; Rhodes Scholar Winner 2008; Julianne Gale (CS)- USC Valedictorian, Commencement 2008; Ous Mellouli (CS)- Gold Medal Winner, 1500m Freestyle Swimming- Beijing Summer Olympics, 2008; Paul van Wieren (BmE)- USC Valedictorian, Commencement 2009 (second year-in-a-row a VSoE graduate was a USC Valedictorian).

4. Masters and Professional Programs

Strategic Goals:

• Create a Professional MS degree as a terminal degree.
• Disentangle PhD and MS programs.
• Maintain strong enrollments.
• Diversity in recruiting to improve the quality of MS students: Aggressive domestic recruitment; 4+1 programs with domestic 4-year engineering colleges; expand recruitment from China and other countries.
• Provide stronger community and student experience for MS students.
• Stabilize DEN (and corporate) enrollments: launch new, relevant MS programs; pursue the Next-Generation DEN (Technology-Enhanced-Access-to-the-Classroom).

Action:

• Created new Office of Master’s and Professional Programs (2006).
• Created new Continuing Education programs (2007).
• Established a Graduate Diversity Initiative implemented by the Center for Engineering Diversity (2007).
• Expanded services to MS students- Instilled a professional service approach to our MS programs (2007).
• Instituted a Commencement Speaker for the Viterbi Graduate Commencement Ceremony at the Galen Center (Spring 2008).
• New VSoE presence in Bangalore and Shanghai (2007 and 2009).
• Continuously improving admission criteria through updated analysis of overseas institutions (2008).
• Proceeding with Next-Generation DEN model (2009 to present).

Distinctions and Accomplishments:
• Expansion of DEN offerings (36 MS degrees, 5 certificates, both all-time-high).
• Introduction of a Viterbi Honor System following an Academic Integrity Task Force (2006)
• Strong MS enrollments (with growth outside CS and EE) have helped support the mission of the school (2006 to present).
• New programs on MS scholarships (2007 to present).
• Development and implementation of a new Viterbi Graduate Student Advisement System available to all academic departments (2008).
• Implementation of a new academic probation and dismissal policy for underperforming students (2008)
• Creation of a MS degree as a terminal Professional Degree (2008 to present).
• Increase of recruitment from China has resulted in more than doubling the MS enrollments from China, an all-time-high for the school, with consequent positive impact on student quality (2008 to present).
• Signing of preferred-school partnerships with selected corporations (2008, 2009).
• Establishment of a VIP (4+1) program to partner with strong domestic engineering undergraduate programs (Cal Poly San Louis Obispo, 2008, Olin College, 2009).
• Introduction of a number of continuing education courses (custom courses for corporations and open enrollment) (2008 to present).

5. Doctoral Programs

Strategic Goals:

• Increase Quality, Yield, Retention.
• Increase Student Support.
• Strengthen Academic Placement.

Action:

• Created New Office for Doctoral Programs (Fall 2006).
• Articulated concept of 1+1+3 for PhD Student Support (in terms of one-year unrestricted fellowship, one-year Teaching Assistantship, three-year Research Assistantship) (2006).
• Articulated expectations of 5 PhD students on average per active research faculty: 5-year residence time, one new student recruited per year per faculty, approximately one student graduate per year per faculty (2007).
• Now offering more than 120 unrestricted PhD Fellowships and more than 170 Teaching Assistantships per year, both all-time-higs for the school (2009).
• Created an early admission and fellowship program as part of a new initiative to attract high-quality PhD students from top domestic institutions (2009).
• Instituted Best Theses Awards at Graduate Commencement (2009).
• Instituted a new **Sr. Associate Dean Office for faculty and doctoral student recruitment** (2009).

**Distinctions and Accomplishments:**

• Offering regular mentoring of PhD students to compete for NSF Scholarships (2006).
• Increase in TA support in many academic departments to restore equity in instructional support (2007).
• Establishment of a Mentoring Workshop Program (workshops held twice per year) for PhD students and postdocs toward obtaining academic jobs has led to an increase in the academic placement rate of PhD graduates as Assistant Professors (2008).
• Improvement in the return rate of first-year PhD students (rate of 94%, 2008 and 2009).
• Consecutive **all-time-high** numbers of 152 and 163 in PhD degrees awarded, thus approaching 1/1 ratio of PhD produced per TT faculty per year (2008 and 2009).
• New clinical program jointly with the Keck School of Medicine (HST@USC ) for doctoral students whose research is in medical technology (under development).

6. **Globalization**

**Strategic Goals:**

• As never before, we compete with international institutions (for graduate students, research), thus, we must aggressively explore alliances overseas.
• Establish strong overseas presence.
• Cultivate overseas alumni.

**Action:**

• Instituted a new **Sr. Associate Dean Office for Strategic Initiatives**- including globalization (2006).
• New VSoE presence in Bangalore and Shanghai (2007 and 2009).

**Distinctions and Accomplishments:**

• Established MOUs for faculty, student and research exchange with a number of overseas universities, including: Indian Institute of Sciences (Bangalore, India), National University of Singapore, Nanyang Institute of Technology (Singapore), Hong Kong Institute of Science and Technology, Technion (Haifa, Israel), University of Peking, Shanghai Jiao Tong University, National Taiwan University, Seoul National University, UNAM (Mexico City) (2006 to present).
• Established summer undergraduate internship programs with several top institutions to help recruit PhD students (2007).
• Expanded ties with Overseas Alumni (2008).
• Established a New Joint Center with Tsinghua University on “Green and Smart Technology for a Sustainable Future” (May 2009).
7. Administration, Finances, Space and Staff

Strategic Goals:

- Strengthen Infrastructure (support staff, space/facilities and IT).
- Instill a “Serving Our Constituencies” mentality.
- Inclusive and forward-looking environment: Responsive and sensitive to expectations from constituencies.
- Nimble, lean, creative and innovative administration.
- Recognize, reward and retain meritorious staff employees.
- Robust financial health.

Action:

- **Separated functions of budget and finances from human resources and staff administration** (Summer 2006).
- Provided a budget line item of $1.5M for routine space improvements and maintenance (2006).
- Introduced New Initiative Requests: Committed line items in the budget for new initiatives and for instructional labs (Fall 2006).
- Established annual Open Forum with staff (Fall 2006).
- Implemented staff telecommuting/flex-time policy (Fall 2006).
- Supported Common Research Facilities (2006 to present).
- Introduced IT Innovations, including creation of Viterbi IT unit with dedicated staff for user support, network maintenance, and web and software applications (Fall 2007).
- Established **common average salary raises for both faculty and staff** (2007).
- Created the Viterbi IT Advisory Council (VITAC) (2007).
- Increased the number of annual awards available to staff employees and other staff appreciation activities (Spring 2008).

Distinctions and Accomplishments:

- Consistently **surpassing budgeted revenues in each fiscal year the last four years**, thus leading to robust financial health (since 2006).
- Supporting common experimental research core facilities (2006 to present).
- Increase in the space available to the VSoE with addition of space at the Annenberg Research Park (Fall 2007).
- Introduction of infrastructure upgrades to enable more flexible software management in VSoE instructional labs employing instructional software (2007 to date).
- Introduction of server co-location service to allow faculty/research units to house servers that have space, power, or cooling requirements (2007 to date).
- Extension of network storage for secure file sharing in support of administration in AME, BME, CEE, and ISE (2007 to date).
• Establishment of the Fab(rication) Lab for use by undergraduates for experimental design (2008).
• Development of an objective program to administer annual school-wide desktop hardware refresh and automated backup of data on computers of administrative staff (2008 to present).
• Establishment of a joint VSoE-College Graduate Student Machine Shop (Summer 2009).
• New 120-140K sq ft building jointly with LAS authorized subject to successful fund-raising (2009).
• Established pervasive wireless connectivity in VSoE space (2009).
• Infrastructure upgrades to enable disk storage (on-site and off-site with Duke University) plus data recovery services to VSoE faculty and staff (in progress)

8. Communications

Strategic Goals:

• Communicate Difference and Excellence of the VSoE.
• Increase the awareness, visibility and reputation of VSoE.

Action:

• Promoted points of difference and positioned the VSoE as thought leader.
• Worked closely with multiple constituencies to develop focused messaging.
• Ensured VSoE’s innovations and research excellence are highlighted.

Distinctions and Accomplishments:

• Introduction of the Viterbi Engineer (redesigning the USC Engineer), a biannual news magazine (2006).
• Introduction of expanded platforms and formats in on-line and new media: Examples: on-line magazine, e-newsletters, new video content, Twitter (four targeted channels), Facebook (2008).
• Publishing an average of 200 stories to the website per year, distributing many to external publications. Many subsequently appeared in the USC Chronicle weekly newspaper and outside media (2007 to present).
• Disseminating more than 150 major story appearances per year in major newspapers, magazines, television programs and web news outlets about the Viterbi School and its faculty (2007 to present).
• Showcasing Viterbi achievements in foreign language media (including TV and newspapers for China, India, and Mexico).
• Hosting with Duke and Olin College the first ever NAE Grand Challenges Summit at Duke University in March 2009. To host at USC the second summit in October 2010.

9. External Relations and Fund Raising
Strategic Goals:

- Complete fund-raising initiative (7-years, starting June 2001, $300M target).
- Target to name additional departments or centers.
- Create new synergies between alumni “friendraising” and fundraising and improve alumni data integrity (new goal in 2007).
- Expand fundraising to international donors.
- Fundraise for new building (new goal in 2009).

Action:

- Committed resources and effort to complete the fund-raising initiative (Fall 2005).
- Instituted board of advisors for every academic department (2006).
- Reorganized alumni relations and annual giving (2008).
- Restructuring the Board of Councilors (2009 to present).

Distinctions and Accomplishments:

- Fundraising for two new Early Career Chairs (Mac Donald, Padovani), three new Endowed Chairs (Silverman, Ming Hsieh in Electrical Engineering-Systems, Ming Hsieh in Electrical Engineering-Electrophysics) and two Associate Professor Fellow distinctions (2005 to present)
- Naming of the **Mork Family Department of Chemical Engineering and Materials Science with a $15M naming gift**: At the time, one of only 4 named departments nationwide with chemical engineering affiliation (September 2005)
- Celebration of 100 years of Engineering at USC (Fall 2005).
- Establishment of **KIUEL (Klein Institute for Engineering Undergraduate Life) at $8M**: First of its kind in the nation for an engineering school- Undergraduate engineering student life outside the classroom (March 2006).
- Naming of the **Ming Hsieh Department of Electrical Engineering with a $35M naming gift**, the largest ever gift nationwide to name any engineering department (October 2006).
- Naming of the **Sonny Astani Department of Civil and Environmental Engineering with a $17M naming gift**, the fourth Viterbi department named (Mork, Hsieh, Astani- joining Epstein), and the third in as many years. The VSoE now has 4 named departments-highest in the nation (November 2007).
- Increase of the alumni data integrity by over 40% (2008).
- **Raising more than $140M between June 2005 and June 2008 to successfully complete the 7-year, $300M fund-raising initiative. The fundraising total of $190M for the VSoE endowment surpassed the original goal of $150M** (2008).
- Raising $26M in fiscal year 2008-2009 in cash and pledges, despite the tough economic conditions (2009).
- Agreement with the College to jointly fundraise for a new building on Research Frontiers of Molecular Science and Engineering (2009).
• Increased annual gifts (mail, telemarketing, online) by 40% (2009).