

TRANSFORMATION THROUGH OCCUPATION

USC CHAN STRATEGIC PLAN FY 2019-23





I am pleased to introduce *Transformation Through Occupation: USC Chan Strategic Plan FY 2019-23!* This inspirational and implementable document outlines a vision for our future, affirms our fundamental mission and values and sets six new goals to guide our programs, priorities and growth through fiscal year 2023.



This strategic plan is responsive to internal and external opportunities and challenges; to pressing questions more broadly affecting occupational science and occupational therapy; and to contemporary issues in health care, higher education and research excellence. In concert with the strategic plans of the university and the Herman Ostrow School of Dentistry of USC — our administrative home — it will empower us to best fulfill our mission on USC's campuses and across Los Angeles, the nation and the world.

At its outset, I wanted to ensure that the ensuing year-long process of building this plan would be purposeful, data-driven, transparent and collaborative. Guided by the consultants from AMC Strategies, LLC, I am very pleased with how we have delivered those objectives. Of course, that could not have happened without the steadfast dedication and thoughtful input from hundreds of individuals along the way. Thank you for all you have already done, and thank you in advance for all that lies ahead, as we begin our journey together toward 2023!

Fight On!

Grace Baranek PhD, OTR/L, FAOTA
Associate Dean, Chair, and Mrs. T.H. Chan
Professor of Occupational Science and
Occupational Therapy
USC Mrs. T.H. Chan Division of Occupational
Science and Occupational Therapy



Today I encourage you to learn about the new *Strategic Plan FY 2019-23* adopted by the USC Mrs. T.H. Chan Division of Occupational Science and Occupational Therapy. I hope you hear in it, as I do, the varied and valued voices from the division's three-part research, clinical and educational enterprise.

With the leadership of Dr. Grace Baranek, this document lays the foundation for every USC Chan member to work, teach and study at the very height of ability. Together, USC Chan is united by six common goals in order to lead innovation to transform health and well-being through meaningful occupations.

Emboldened by a rich history and steering toward an even brighter future, I look forward to all that will be accomplished at USC Chan during the coming five years under the guidance of this new strategic plan.

Avishai Sadan DMD, MBA
Dean and
G. Donald and Marian James Montgomery
Professor of Dentistry
Herman Ostrow School of Dentistry of USC



TIMELINE

Every successful, forward-thinking organization must answer essential questions such as “Where is the organization today?;” “Where should it head in the future?;” and “How can and should it arrive there?”

Generally, strategic planning is the process of carefully considering these complex questions. In response, a framework is developed which outlines goals and tactics to pursue during the

coming five years, and monitors and adjusts progress toward them on a continuing basis. Specifically, *Transformation Through Occupation: USC Chan Strategic Plan FY 2019-23* was crafted through a four-phase, year-long process led by a steering committee of Chan faculty, staff and students. More than 700 additional people provided input during its development, and the final document was adopted during the Fall 2018 semester.



OUR CORE VALUES

For more than 75 years, USC Chan has been leading innovative research, education and clinical practice. Our tripartite enterprise is truly unique within the nationwide landscape of occupational therapy higher education. USC Chan proudly carries this legacy forward today by reaffirming our fundamental mission and staking our vision for the future.

Success is not judged solely by endpoints achieved; it is also measured by our ethics en-

acted. That’s why our six core values — integrity, collaboration, inclusion, distinction, innovation and compassion — guide our individual and organizational behavior while shaping our climate and culture. These values also direct our strategic goals and priorities as outlined in this plan. Altogether, our mission, vision, core values and goals represent the fullest potential of every member of the Trojan Family, and the promise that *what* we do is only as good as *how* and *why* we do so.



OUR VISION

Lead innovation to transform health and well-being through meaningful occupations.

OUR MISSION

Through innovative research, education and clinical practice, the USC Mrs. T.H. Chan Division of Occupational Science and Occupational Therapy optimizes people's engagement in the ordinary and extraordinary activities of life.

OUR GOALS



SYNERGISTIC COLLABORATION Leverage unique strengths and fortify convergence across education, research and practice.



GROUNDBREAKING APPROACHES Generate and integrate knowledge to advance occupational science and occupational therapy.



LEADERSHIP DEVELOPMENT Prepare diverse leaders with a strong identity and understanding of occupation and its power to transform people and society.



HEALTHY COMMUNITIES Improve health equity, well-being and quality of life across local, national and global communities.



KNOWLEDGE MOBILIZATION Accelerate dissemination and movement of discoveries into active use for broader societal impact.



TRANSFORMATIVE PARTNERSHIPS Establish impactful partnerships within and outside of the USC community.





SYNERGISTIC COLLABORATION

Leverage unique strengths and fortify convergence across education, research and practice.

- » *Identify and invest in strategic initiatives that both represent the Division's scope of influence and bridge education, research and practice.*
- » *Facilitate collaboration among researchers and clinical faculty within the Division.*

GROUNDBREAKING APPROACHES

Generate and integrate knowledge to advance occupational science and occupational therapy.

- » *Grow and diversify the research portfolio to support key priorities.*
- » *Develop, test and disseminate measures to demonstrate the value of occupational therapy interventions.*
- » *Pursue opportunities in new, existing and emerging areas of clinical practice that achieve the highest social benefits.*
- » *Develop and integrate effective, novel technologies and methodologies into education, research and practice.*
- » *Generate theory, close knowledge gaps and develop impactful applications of occupational science.*

LEADERSHIP DEVELOPMENT

Prepare diverse leaders with a strong identity and understanding of occupation and its power to transform people and society.

- » *Expand diversity in the occupational science and occupational therapy workforce.*
- » *Prepare occupational therapists who will lead education and practice in the changing healthcare landscape.*
- » *Educate scholars in the investigation and application of occupational science theory who will become leaders in advancing health and participation.*

HEALTHY COMMUNITIES

Improve health equity, well-being and quality of life across local, national and global communities.

- » *Foster a supportive environment to ensure the success of all faculty, staff and students.*
- » *Engage and empower community stakeholders to address local community health issues.*
- » *Build capacity to improve access to occupational therapy and advance health equity in the global population.*





KNOWLEDGE MOBILIZATION

Accelerate dissemination and movement of discoveries into active use for broader societal impact.

- » *Promote the Division's achievements in scholarship, pedagogy and practice to advance the visibility of the program and the profession.*
- » *Fast-track adoption and integration of innovative discoveries and interventions to shape practice and policy.*

TRANSFORMATIVE PARTNERSHIPS

Establish impactful partnerships within and outside of the USC community.

- » *Cultivate interdisciplinary collaborations with other USC schools, institutes, departments and programs to advance our strategic priorities.*
- » *Strengthen bidirectional engagement with key external stakeholders, domestically and globally.*

STEERING COMMITTEE

Grace Baranek Associate Dean; Chair; Mrs. T.H. Chan Professor of Occupational Science and Occupational Therapy

Erna Blanche Director of the Post-Professional MA Program; Clinical Professor

Stefanie Bodison Assistant Research Professor

Sarah Bream Associate Chair of Academic & Community Program Support and Development; Director of the OTD Program; Associate Clinical Professor

Elizabeth Carley Director of Admissions; Assistant Clinical Professor

Catherine Crowley Director of the Occupational Science Minor Program; Assistant Clinical Professor

Theresa Dawsey IT Manager

Jesús Díaz Associate Research Professor

Julie McLaughlin Gray Associate Chair for Curriculum and Faculty; Clinical Professor

Mark Hardison PhD Program Student Representative

Katie Jordan Associate Chair of OT Clinical Services; Director of OT and Speech Therapy; Clinical Professor

Mary Lawlor Associate Chair of Research; Professor

Sook-Lei Liew Assistant Professor

John Margetis Assistant Clinical Professor

Mike McNulty Director of External Relations; Associate Clinical Professor

Stephanie Mielke Director of Special Projects; Assistant Clinical Professor

Shawn Phipps Adjunct Assistant Clinical Professor

Samia Rafeedie Director of the Professional MA Program; Associate Clinical Professor

Lindsey Reeves Assistant Clinical Professor

Pamela Roberts Adjunct Assistant Clinical Professor

Shawn Roll Director of the PhD Program; Associate Professor

Emily Schulze Assistant Clinical Professor; OTD Program Student Representative

John Sideris Research Professor

Shelby Surfus Director of Occupational Therapy at the USC UCEDD at CHLA; Associate Clinical Professor

Janis Wise Operations Manager

ADDITIONAL INTERVIEWS

USC CHAN

Eva Anger
Chantelle Rice Collins
Dominique Como
Gelya Frank
Don Gordon
Patty Gutierrez
Madison Harris
Carol Haywood
Kimberly Kho
Karrie Kingsley
Jackie Mardirossian
Jaynee Taguchi Meyer
Alexandra Nishi
Daniel Park
Deborah Pitts
Beth Pyatak

USC UNIVERSITY LEADERS

Steven Chen
Anita Dasheill-Sparks
James Gordon
Michael Hochman
Steve Kay
Laura Mosqueda
Shrikanth Narayanan
Michael Quick
Albert Rizzo
Paulo Rodrigues
Avishai Sadan
Varun Soni
Neeraj Sood
Arthur Toga

COMMUNITY REPRESENTATIVES

Suzanne Afuso-Sugano
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Heather Kitching
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of Occupational Science
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