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
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.

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 enacted. 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.
**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.

**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.
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.

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.

KNOWLEDGE MOBILIZATION

TRANSFORMATIVE PARTNERSHIPS
## 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

## 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
  - Shrikrishth Narayanan
  - Michael Quick
  - Albert Rizzo
  - Paulo Rodrigues
  - Avishai Sadan
  - Varun Soni
  - Neeraj Sood
  - Arthur Toga

- **COMMUNITY REPRESENTATIVES**  
  - Suzanne Afuso-Sugano
  - Remy Chu Jr.
  - Bryant Edwards
  - Heather Kitching
  - Ingrid Leu
  - Keith Matsutsuyu
  - Terri Chew Nishimura
  - Lisa Test
  - Larry Yin