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University Administration Leadership

Dean of USC Dornsife College of Letters, Arts, and Sciences, University of Southern California, 2016 - present

As the head of the largest non-medical business enterprise at the University with an annual budget of over \$800M, the dean is the chief executive responsible for an organization comprised of roughly 1700 faculty and staff organized in over 100 academic and administrative units across the divisions of natural science, social science, and humanities. USC Dornsife educates over 8000 undergraduate majors and minors across almost 200 programs, roughly 1250 PhD students in 33 programs, and 790 masters and certificate students. The dean oversees operations in 814,000 square feet of research space in 56 buildings, a technology infrastructure that supports over 10,000 users with highly diverse requirements, and a research operation with 123 laboratories that generates roughly \$100M in annual research expenditures. The dean works with the USC Dornsife Board of Councilors and members of the USC Board of Trustees, as well as a number of boards of the centers and institutes within the college, and raises \$60M - \$80M in a typical year.

Highlights of Key Accomplishments (2016-2022)

Research and Scholarly Excellence: Grew and shaped the tenure-track faculty ranks for intellectual leadership and particular strength in emerging areas of scholarship

- Engaged in a school-wide, rigorous academic planning process to identify and pursue interdisciplinary and cross-school initiatives
- Worked with faculty to chart paths for increased excellence in every unit
- Successfully recruited outstanding new tenure-line faculty at more than double the rate of recruitment in the previous four years
- 33% increase in faculty PIs holding active grants; 16% increase in research expenditures
- 50% decrease in failed faculty retentions
- Improved faculty reviews, promotion, and tenure, and strengthened junior faculty mentoring

Excellence in Undergraduate Education: Enhanced undergraduate educational excellence, both curricular and experiential learning opportunities

- Completed *The Dornsife Idea*, a strategic plan for undergraduate education.

- Launched the Center for Applied Learning and Life Beyond College to significantly enhance student access to the enormous range of opportunities to learn beyond the classroom and prepare for careers.
- Developed the Dornsife Toolkit, a new suite of two-credit courses imparting practical/career skills
- Launched new first-year advising program
- Decreased admit rate of undergraduates to 12% as of Fall 2019, down from 19% average prior to 2016, while increasing total number of undergraduates admitted
- Increased yield rate of undergraduates to 33%, up from 22% average prior to 2016

Excellence in Graduate and Professional Education: Grew and strengthened PhD programs to give students the competitive edge, whether pursuing academic jobs or applying their skills in other careers. Expanded existing MA/MS programs and launched new programs that are both intellectually and financially viable.

- Launched the first-of-its-kind PhD Academy to provide 5 years of training in leadership, management, communication, and cross-disciplinary collaboration to all entering PhD students across all 33 programs in three divisions
- > 40% growth in number of MA/MS students
- > 25% increase in annual number of entering Ph.D. students
- Decreased average time-to-degree across all Ph.D. programs

The Academy in the Public Square initiative and Public Exchange™ Developed new ways to bring academic expertise to bear on pressing societal problems along with related signature initiatives that support these goals.

- Created **Public Exchange™** (<https://publicexchange.usc.edu/>), the first-of-its-kind matchmaker and A to Z project manager that leverages academic expertise to solve problems faced by community partners. A unique combination of expert network and internal consulting firm, Exchange has demonstrated a highly effective and financially viable model that can be duplicated at research universities around the world – bringing academic expertise to bear in a scalable way to a wide variety of problems. Developed partnerships with eg: The City of Los Angeles, C40 Cities, and the Institute for Transportation and Development; Public Works Department at the City of LA; LA Cleantech Incubator; United Nations Foundation; LA County’s Emergency Food Security Branch, and a number of private sector partners
- Launched **The Center for the Political Future** (<https://dornsife-center-for-political-future.usc.edu/>) Finding bipartisan solutions to pressing societal challenges, advancing civil dialogue that transcends partisan divisions, and training a new generation to engage in rigorous but respectful debate across the aisle. Election R&D series between April and November 2020 alone received 26,370 views. *USC Dornsife 2020 Daybreak Poll* - Generated > 400 stories in major media outlets.
- Launched **Sustainability - Human Factors Initiative** with a reimagined and restructured Wrigley Institute for Environmental Studies to become major research hub in behavioral, economic, and social science; new faculty hires in environmental economics and behavioral and decision science; the *Climate Forward* conference series; new majors, minors, GE (currently 100+ undergraduate course offerings in climate and sustainability)
- Established a partnership with **The Conversation** through which articles written by Dornsife faculty have thus far been read by over 10 million people, and republished by more than 400 news organizations.
- Launched the **Dornsife Dialogues** online series (<https://dornsife.libsyn.com/>) featuring Dornsife faculty and students in panel discussions on topical issues, generating nearly 500 live views per event.

Diversity, Equity, and Inclusion

- Created the new role of “*Associate Dean and Chief Diversity Officer*” to support DEI efforts across Dornsife
- Developed a Diversity, Equity, and Inclusion strategic plan
- Launched Dornsife Leadership Fellows program to provide on-the-job training and mentorship for faculty leaders with an emphasis on increasing diversity in faculty leadership
- Launched Dornsife LEADS mentoring program to develop a pipeline of staff leaders within USC Dornsife and accelerating personal and professional growth
- Significantly increased URM and women in leadership roles across Dornsife
- Recruited more URM faculty in the first year of the administration than during the prior six years combined.
- Examples of success on tenure-track faculty hiring over four-year period:
 - More than doubled percentage of URM hiring
 - Doubled percentage of hiring of women
 - Almost tripled yield on URM offers in the face of fierce competition
- Doubled percentage of Black PhD students
- Increased percentage of Latinx PhD students by 50%
- Established the Fisher Fellows Program to fund first-generation students to work on projects aimed at building cultural engagement at home and abroad

Excellence in administration and leadership:

- Restructured Dornsife administrative and leadership infrastructure for increased efficiency and functionality
- Recruited an outstanding and collaborative leadership team
- Restructured budget and finance system
- Launched the “*Own Tomorrow*” Campaign in 2019 focused on bringing in the resources required to raise the level of academic excellence across every Dornsife department
- Launched a wholesale review of existing Dornsife policy and produced a Policy Handbook for Dornsife Faculty that includes a tenure handbook for junior faculty; clear guidelines to faculty for recruitment, reviews, chair selection, etc.; as well as a compendium of all other existing Dornsife policies
- Developed new communications and social media strategy
- Completed a fundraising capital campaign of over \$800M in December of 2018; Developed a new engagement strategy for donors, parents, and alumni;
- Raised \$60M - \$80M in typical year
- Recent Advancement Highlights:
 - 2022: \$15M Gift (along with previously raised \$4M) to name the Department of History in the form of endowed faculty chairs and programmatic funding
 - 2023: \$50M Gift for the preservation of biodiversity in the form of endowed faculty chairs and programmatic funding

Dean of Science for the Faculty of Arts & Sciences, Columbia University, 2011 - 2016

Reporting to the Executive Vice-President (EVP) for Arts and Sciences (A&S), the Dean of Science is responsible for Columbia’s nine natural science departments and their associated centers, and for strategic planning for the future of science at Columbia. Responsibilities include overseeing academic, financial, space, and facilities activities and planning; fundraising; recruiting, retaining, and promoting the natural science faculty and the scientists on parallel research and teaching tracks (roughly 220 faculty, 60 researchers, and 40 lecturers) of Columbia’s nine science departments. This includes overseeing all tenure and promotion cases, negotiating all

hires and retentions including salaries, laboratory spaces and renovations, startup packages, housing, schooling, spousal positions, etc., as well as overseeing regular reviews of departments and programs. The Dean of Science also closely collaborates with the deans of the divisions of Humanities and Social Science, as well as with the leadership of the School of Engineering; the Medical Center; The Earth Institute; the Zuckerman Mind, Brain, and Behavior Institute; The Data Sciences Institute, The Precision Medicine Initiative; the office of Alumni and Development; the EVP for Research; the EVP for Communications; the EVP for Facilities; and the Provost.

Highlights of Key Accomplishments (2011-2016)

Strategic Planning

Developed and implemented the first significant strategic plan for science at Columbia University, and launched a university-wide science initiative. The result of a collaborative and consultative process, the strategic plan articulated the needs and ambitions of the university's nine science departments in the context of their individual and collective goals. This plan served as the primary model for the development of strategic plans in Humanities and Social Sciences, as well as for the School of Engineering. The plan included new strategies for:

- Recruiting outstanding faculty
- Construction and allocation of new shared facilities that support research across a wide range of disciplinary and interdisciplinary programs
- Programs to seed new intellectual centers, recruiting interdisciplinary faculty, a new Columbia Prize Postdoctoral Fellows program, and initiatives to improve administrative efficiency and laboratory infrastructure.
- A detailed ten-year budget covering all operating and capital expenses, endowment and debt capacity requirements, and clear fundraising goals.

Programs and Leadership Structures

- Designed laboratory infrastructure support program to enhance capacity for laboratory research and effectiveness of shared research facilities
- Initiated postdoctoral scholars program (pilot for prize postdoctoral fellows program)
- Established new leadership and governance models for Columbia's newest science building (in collaboration with Executive Vice President for Research)

Fundraising

- Raised funds for a range of specific initiatives including:
 - Research Greenhouse
 - Center for Theoretical Physics
 - Shared Nanofabrication Laboratory and Nanoscience Institute
 - Endowed Postdoctoral Fellowship Program
 - Endowed Faculty Chairs
- Assembled a fundraising advisory committee for a ten-year campaign for science
- Led production of development material describing Columbia's science initiatives and detailed individual development opportunities

Visibility and Communications

- Regularly presented science activity to Columbia Board of Trustees
- Developed a university-wide science communications strategy in collaboration with the Executive Vice-President for Communications and Executive Vice-President for Research
- With Director of Global Centers, connected Columbia science research and teaching to activity in Global Centers' regions

- Hosted the first Columbia World Leader's Forum on science
- Led development of the Science Initiative website and related outreach materials

Space Planning and Renovations

- Oversaw design and construction of multi-million dollar projects for laboratories, offices, and shared facilities
- Led ten-year space-planning and budgeting process for six science buildings (constituting more than 200,000 square feet and housing roughly 200 research and teaching projects)

Examples of Work Across School and Disciplinary Boundaries

- Member, Columbia University Committee on Global Thought
- Advisory Board Member, Center for Science and Society
- Oversaw the development of new interdisciplinary centers and institutes including the Columbia Neurotechnology Center, the Nanoscience Institute, and the Astrobiology Center, and collaborated in the development of university-wide initiatives and institutes including the Precision Medicine initiatives, the Zuckerman Mind Brain, and Behavior Institute, and the Institute for Data Sciences and Engineering
- Spearheaded and negotiated agreement between A&S and School of Engineering and Applied Sciences (SEAS) to jointly provide \$12M seed funding for new nanoscience center (2012)