As society, public institutions, and universities respond to the dynamic social, political, and governmental changes around the globe, the UCLA Luskin School of Public Affairs has embarked on a comprehensive planning process to strengthen its leadership role and raise its academic stature and profile. Through the generous naming gift from Meyer and Renee Luskin, the School has seized an extraordinary opportunity to define its future critical advantage and transform its scholarly and practical influence with innovation and impact.

The School’s planning project has focused on identifying society’s most pressing problems, developing new opportunities for UCLA Luskin to address them, and creating the knowledge base, tools, and initiatives required for a strengthened leadership role and contributions for the next 20 years and beyond. The School’s heightened profile is aimed at several important constituencies – national and international scholarly communities, prospective and current students, business and civic leaders, policy makers, the philanthropic community and UCLA alumni and community.

UCLA Luskin, founded in 1994, is located in the “world city” of Los Angeles, a living laboratory for the far-reaching issues facing communities across the United States and around the world. Organized into three departments – Social Welfare, Urban Planning, and Public Policy – the School has produced master’s and doctoral graduates, who become practitioners, researchers, and policymakers for the public, private, and non-governmental sectors. Building on this exceptional foundation, the planning project has been an important venue for integrating the School’s cross-department strengths for more strategic enterprise-wide interdisciplinary collaborations and innovations. This critical advantage will leverage the School’s scholarship, research, and applied solutions to better understand and benefit the people and communities of a complex global society.
The planning project was launched in October 2011 by Dean Franklin D. Gilliam Jr. with the active participation of faculty, administrators, alumni, students, and community partners who developed cross-School themes and outcomes. To kick off the project, Dean Gilliam convened a national “Thought Leadership Summit” with 35 select participants from the philanthropic, academic, business, and civic communities. Identifying the major themes, issues, and ideas central to the challenges of the next 20 years, the Summit informed the primary planning strategies for the project. Project activities were reported on a special website and via a communications plan to allow various audiences to track the project from start to finish and to follow the plan’s progress. The Napa Group, a national consulting firm specializing in higher education strategy, leadership, and organizational design, facilitated the project.
### 1. An 11-member Steering Committee
representing the School’s faculty, alumni, advisory board, and UCLA administration, who translated the Summit discussions and the project’s directional goals into six overarching strategic themes and goals and guided the community-building process.

### 2. Six task forces engaging nearly 60 more faculty, students, alumni, community supporters, and senior staff, who were charged with evaluating the themes and developing initiatives for the strategic goals – Urban Communities; Global and International Affairs; Social Justice, Equity and Opportunity; Enhancing U.S. Competitive Capacity; Los Angeles; and Leadership.

### 3. Finalization of the strategic goals by the Steering Committee and the School’s core leadership team – Dean Gilliam, Associate Dean Anastasia Loukaitou-Sideris, Assistant Dean Kate O’Neal, and Executive Project Manager Waiyi Tse.

### 4. Constituent engagement review and feedback by Thought Leadership Summit participants, UCLA administrators, community leaders and partners, alumni, and the School community in a series of activities – including faculty town halls, website comments, department presentations, and individual and group

### 5. An implementation framework and 5-year action plan, supported by budget resources, accountability, and timelines.
At the convergence of the fields of social welfare, urban planning, and public policy, the UCLA Luskin School of Public Affairs identifies and develops emerging areas of research and teaching in order to train leaders and change agents who advance solutions to society’s problems.

MISSION

ABOUT

Founded in 1994 and dedicated in 2011, the UCLA Luskin School of Public Affairs is a leading institution for research and scholarship in the areas of public policy, social welfare, and urban planning. Based in the global metropolis of Los Angeles, UCLA Luskin develops creative solutions and innovative leaders that confront challenges in public safety, transportation, sustainability & the environment, child welfare, immigration and other areas vital to the continued health and well-being of our global society.
I. CREATE AN INSTITUTE ON URBAN LIFE which will focus on challenges confronting urban life, inequality and economic development. The Institute will also leverage the Center for Community Partnerships and Center for Civil Society (two centers that have extended the School’s reach into the nonprofit sector and expanded our efforts to deepen community-campus partnerships). A proposed new center, UCLA Center for Social Justice, Equity and Opportunity, will also be housed in the Institute. Additionally, the Institute will build a new, robust research, teaching and service agenda around the relationship between economic development and urban poverty.

1. Appoint the director and assistant director from tenured or tenure-track faculty
2. Develop the institute concept to include the existing Center for Civil Society, Center for Community Partnerships, and the new Center for Social Justice, Equity & Opportunity.
3. Pursue coordinated research, teaching, and engagement in new areas of cross-department inquiry
4. Produce a Luskin School Quality of Life Forecast/Index
5. Enhance the School’s academic reputation and public profile by developing and hosting “public convenings” to showcase faculty and student research and service
6. Establish partnerships and linkages within Los Angeles that leverage and affirm the School’s value that expose students to the challenges faced by cities around the world

II. DEVELOP UCLA LUSKIN’S INTERNATIONAL PROFILE

Now, more than in any time in history, nations are interrelated in a global world and economy. How we develop global approaches is an important component of contemporary public affairs education. UCLA Luskin will develop an integrated approach to global and international issues across the three programs that includes a strong curriculum, research agenda, and internship opportunities for students.

1. Appoint the director of International/Global Affairs from tenured or tenure-track faculty
2. Expand the School’s existing strengths through emerging cutting-edge research specialties in global affairs
3. Enhance the international curriculum to include new programs, specializations and degrees
4. Establish an International Programs Advisory Board
5. Expand and deepen the Luskin School’s international alumni network
III. ENHANCE THE STUDENT EXPERIENCE THROUGH ENGAGEMENT AND LEADERSHIP ACTIVITIES
The School will leverage and develop important opportunities to provide better student experiences that are essential in a public affairs education.

1. Expand and promote leadership programs
2. Develop capstone projects around the new institute and the research and teaching agendas of the Luskin and Lewis centers
3. Showcase student research, field practice, and other tangible work via online service
4. Develop streams of student and alumni programs and workshops

IV. COORDINATE AND DEVELOP CURRICULAR INITIATIVES ACROSS THE SCHOOL
To take advantage of the inter- and multi-disciplinary nature of the School (the only school of its kind in the country with programs in urban planning, public policy and social welfare), the School will look to create School-wide curricular initiatives which help create a School-wide intellectual identity and to reshape the field of public affairs to provide appropriate and necessary training for the next generation of public service managers and leaders.

1. Consider new degree programs and joint degrees with university partners
2. Consider establishment of new School-wide concentrations to build on existing courses

V. DEVELOP REVENUE-GENERATING PROGRAMS TO ENSURE LONG-TERM STABILITY AND GROWTH OF THE SCHOOL
State support to UC continues to fall. UCOP and the Chancellor have given professional schools the directive to develop revenue generating programs.

1. Develop internal and external partnerships to aid in the creation of markets for knowledge-based products
2. Develop Certificate programs
3. Expand Executive Education and mid-career programs
4. Develop research service with and for community partners, social service providers and public agencies
Starting with 2012-2013 academic year, a 5-year implementation plan will translate strategic goals and initiatives into actions that are prioritized, resourced, tracked, and measured. The many opportunities afforded by the plan include engaging alumni around the new strategic direction of the School and continuing to develop the board. Assisting the Dean, implementation teams will create detailed action steps, establish accountability, and specify timelines. Outcomes from the efforts of Years 1 and 2 will influence Years 3-5. Progress will be reviewed annually and reforecast or realigned accordingly to ensure relevance and contemporary strategic direction for the School. Such annual plan assessments will provide the basis for future multi-year planning.

Defining Our Future: UCLA Luskin’s Critical Advantage is a living, breathing plan. Its 20-year vision is supported by 5-year strategic goals and initiatives that will be reevaluated and refined as needs change. Following the generous Luskin gift and Dean Gilliam’s primary directional goals, the comprehensive plan will position the School as a convener of important dialogue about the role of public affairs and the public sector in all aspects of society. The plan’s outcomes will focus on implementing the School’s vision for an innovative global public affairs program of the future. And its impact will be enriched by more engaged alumni and community partners; new and expanded collaborations, scholarship, teaching, and research – and the future leaders who will transform the public affairs practice to benefit the people and institutions of communities across the globe.