

The Inauguration of
Chrysostomos L. Nikias
as the
Eleventh President of the
University of Southern California



Friday, the fifteenth of October
Two Thousand Ten
Alumni Memorial Park
Los Angeles



Dear Friend of USC:

It has been said that when you set foot on a university campus, you are walking on hallowed ground. Today we gather together to preserve and renew a tradition that has been consecrated by the ages. For only the eleventh time in USC's history, we are inaugurating a new president.

This ceremony signifies transition and change, but it also witnesses to persistence and permanence. As we celebrate the beginning of a new epoch at USC, we are reminded that the future of every great university is informed by its past. USC has stood the test of time because we have honored our history, cherished our values and stayed true to our principles.

Just over 130 years ago, 1,000 people—one-tenth of the entire population of Los Angeles—came to USC to witness the laying of the cornerstone for the university's first building. Down through the decades, that cornerstone has become a stepping stone for generations of men and women who have built up this university, this community and this city.

Today thousands of members of the Trojan Family have returned to campus to mark another milestone for USC—the inauguration of President C. L. Max Nikias. Everyone here—the trustees, faculty, students, staff, alumni, civic leaders, friends and neighbors—is a living heir to the dreams, hopes and aspirations of the men and women who gathered here in 1880. It is our shared—even sacred—duty to help this university hold fast to its timeless values while making bold strides toward the future. Together we will ensure that USC remains a place that opens our minds, lifts our spirits and enlarges our vision. Together we will guarantee that USC is hallowed ground for this generation and for every generation to come.

Sincerely,

A handwritten signature in cursive script, reading "Edward P. Roski Jr.".

Edward P. Roski Jr.
Chairman
USC Board of Trustees

A handwritten signature in cursive script, reading "Peter S. Conti".

Dr. Peter S. Conti
President
USC Academic Senate

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C. L. Max Nikias

C. L. Max Nikias became the University of Southern California's eleventh president on August 3, 2010. He is the holder of the Robert C. Packard President's Chair and the Malcolm R. Currie Chair in Technology and the Humanities.

Nikias previously had served as USC's chief academic officer since June 2005, a role in which he was charged with accelerating the academic momentum that the university has experienced in recent years. He was credited with recruiting new academic leadership, strengthening the academic medical enterprise, attracting a series of major donations to the institution, creating innovative cross-disciplinary programs, enhancing the university's globalization

efforts, and increasing support for students at the undergraduate, graduate and doctoral levels.

Nikias was instrumental in bringing the Shoah Foundation, originally established by filmmaker and USC trustee Steven Spielberg, to USC. The USC Shoah Foundation Institute's repository of 52,000 filmed testimonies of Holocaust survivors represents the world's largest visual history archive.

Nikias also established the Edward R. Roybal Institute for Applied Gerontology, the Stevens Institute for Innovation, the U.S.-China Institute and the Levan Institute for Humanities and Ethics. He launched *Visions and Voices*, USC's campus-wide arts and humanities initiative, as well as a grant program to advance scholarship in the humanities and social sciences. He holds joint faculty appointments in the departments of Electrical Engineering and Classics. In addition, he enjoys teaching freshmen about ancient Athenian democracy and drama.

Having identified as a priority the elevation of medical and biological sciences and patient care at USC, Nikias spearheaded the integration of the Keck School of Medicine's faculty practice plans, oversaw the transfer of University Hospital and Norris Cancer Hospital from Tenet Healthcare Corporation to the university, and recruited a new leadership team for USC's medical enterprise. He currently chairs the USC Hospitals Governing Board.

Nikias joined the university faculty in 1991, and from 2001 to 2005 served as dean of the USC Viterbi School of Engineering, solidifying its position as a top-tier engineering school. He oversaw the expansion of the school's biomedical engineering enterprise and developed its distance-learning program into one of the largest in the country. He also established key partnerships with corporations, among them Pratt & Whitney, Airbus, Boeing, Chevron and Northrop Grumman, and led a fundraising campaign that brought in more than \$250 million, including a historic \$52 million school-naming gift from Andrew and Erna Viterbi.

Over his two-decade career as an active scholar, Nikias was internationally recognized for his pioneering research on digital signal processing, digital media systems and biomedicine. He was founding director

of two national research centers at USC: the NSF-funded Integrated Media Systems Center and the Department of Defense-funded Center for Research on Applied Signal Processing. He served as a senior consultant to a range of corporations and as a high-level consultant to the U.S. government, holding a security clearance for 15 years. The Department of Defense has adopted a number of his innovations and patents in sonar, radar and communication systems. The author of more than 275 journal articles and conference papers, three textbooks and eight patents, Nikias has mentored more than 30 Ph.D. and postdoctoral students. Three of his publications received best papers awards. Before coming to USC, he held faculty appointments at the University of Connecticut and Northeastern University.

Nikias is a member of the National Academy of Engineering and a fellow of the Institute of Electrical and Electronics Engineers, the American Association for the Advancement of Science and the California Council on Science and Technology. Among other honors, he has received the IEEE Simon Ramo Medal, the State University of New York at Buffalo's Clifford C. Furnas Memorial Award, the American Hellenic Council's Aristeio Award and the USC Black Alumni Association's Thomas Kilgore Service Award. He also received a commendation for cutting-edge research from the governor of California.

Nikias graduated with honors from Famagusta Gymnasium, a school that emphasized sciences, history and Greco-Roman classics. He received a diploma from the National Technical University of Athens, also known as National Metsovion Polytechnic, the oldest and most prestigious higher education institution of Greece, and later earned his M.S. and Ph.D. from the State University of New York at Buffalo. He holds an honorary doctorate from the University of Cyprus.



Niki C. Nikias

Niki C. Nikias received a bachelor's degree in accounting from the Athens University of Economics and Business in Greece and a master's degree in Business Administration with a specialization in finance from the State University of New York at Buffalo. She worked as a corporate accountant in Athens and London and as an accountant and finance consultant in the United States before taking leave to raise their two daughters, Georgiana and Maria.

The Nikias family has lived in the Palos Verdes Peninsula since 1991. Georgiana and Maria both graduated from Palos Verdes' Chadwick School before entering USC. Georgiana graduated from the USC College of Letters, Arts and Sciences with a double major in English and Archaeology and received a master's degree in World Archaeology from the University of Oxford. She is now pursuing a J.D. degree at the USC Gould School of Law. Maria is an undergraduate at USC, majoring in Journalism at the USC Annenberg School for Communication & Journalism with a minor in Entrepreneurship.



Order of Procession

Colors and Color Guard

Students

Parents

Alumni

Volunteer Leaders and Friends

Staff

USC Hospitals

Delegates from Colleges and Universities

Delegates from Learned Societies

Academic Flag Bearers

Faculty

Presidential Party



Inauguration Ceremony

Processional March

“Königsmarsch,” Richard Strauss

“Their Finest Hour,” John Cacavas

“Procession of the Nobles,” Nicholas Rimsky-Korsakov

The National Anthem

“The Star-Spangled Banner,” Francis Scott Key

Invocation

Varun Soni, Dean, Religious Life

Welcome Remarks

Edward P. Roski Jr., Chairman, Board of Trustees

March of International Flags

“Radetsky March,” Johann Strauss

“The Trojan Family”

Video Presentation

Greetings

Undergraduate Student Government

Christopher Yun-Duk Cheng, President

Nehikhare Ogbevoen, Vice President

Graduate and Professional Student Senate

Jenny Novak, President

Aliya Hussaini, Vice President

USC Parents Association

Gregg and Lisa Gipe, Co-Presidents

USC Alumni Association Board of Governors

Carol Campbell Fox, President

Community Advisory Council

Reginald W. Lathan, President

Friends of the University

Jane H. Popovich, President, USC Associates

Staff Assembly

Linda S. Bazilian, President

Academic Senate

Peter S. Conti, President

Academic Delegates

Henry Yang, Chancellor, University of California, Santa Barbara;

Chair, Association of American Universities;

Chair, Association of Pacific Rim Universities

“Pre-Eminence: A Worthy Vision”

John Hood, President, Robertson Foundation;

Former Vice-Chancellor, University of Oxford

Musical Tribute

“...toward sunrise and the prime of light...,” Andrew Norman

Calder Quartet

Investiture

Presentation of the Medallion

Edward P. Roski Jr.

“*Reign of Troy*,” Mark Watters

USC Trojan Marching Band; Arthur C. Bartner, Conductor

“The Destined Reign of Troy”

C. L. Max Nikias, President, University of Southern California

Farewell Remarks

Edward P. Roski Jr.

Recessional March

“*Proud Heritage*,” William Latham

USC Thornton Wind Ensemble; Sharon Lavery, Conductor



Dear President Nikias:

The Undergraduate Student Government is thrilled to be able to celebrate your inauguration. We know this day marks the start of a new era for the university, and we are excited by your vision to make USC the global hub for innovation, academics, athletics and the arts.

As the official governing body for USC undergraduate students, USG is committed to improving each Trojan's experience on campus. USG works to advocate for student interests, fund student organizations, and provide a wealth of programming to enrich the undergraduate experience.

Over the years, you have been an advocate for all student interests, and you have proven to be an invaluable partner for USG. We could not be more excited to work under your leadership and collaborate to take USC to even greater heights.

Fight On!

A handwritten signature in cursive script that reads "Chris Cheng".

Chris Cheng
President
Undergraduate Student Government



Dear President Nikias:

On behalf of the Graduate and Professional Student Senate, I would like to extend my sincerest congratulations!

Representing the university's 18,000 graduate and professional students, GPSS is dedicated to fostering a campus environment that helps graduate students connect with USC in meaningful ways, both inside and outside the classroom. In this gathering together of the brightest minds from across the globe, our student experience is impacted in profound ways. We are excited by your commitment to work with us in the future towards fostering interdisciplinary dialogue and transforming USC's campuses into spaces that all students can make their own.

Like the research that so many of the university's graduate students perform, our campus is forever changing and improving, and we have no doubt that under your leadership USC will attain even greater recognition and prestige.

Sincerely,

A handwritten signature in cursive script that reads "Jenny Novak".

Jenny Novak
President
Graduate and Professional Student Senate



Dear President Nikias:

On behalf of the 17,000 undergraduate Trojan families, we send you our warmest congratulations on your inauguration as the eleventh President of the University of Southern California! We look forward to your presidency as a time of vision and excellence for the Trojan Family. As you are well aware, parents are important and vital partners in the path to their student's success at USC.

Your recognition of the positive role parents play in enriching the university community provides inspiration and synergy to our enthusiastic constituency. We are connected through words and deeds in the university community, staying relevant and current about all that USC offers to the Trojan Family. Our participation in your inauguration exemplifies the active and significant role of the parent constituency in the continuing vibrancy of the university.

On this very memorable day of celebration, you have our continued support and commitment to embrace and enrich the Trojan Family!

Fight On!

Gregg and Lisa Gipe
Co-Presidents
USC Parents Association



Dear President Nikias:

On behalf of the 300,000 alumni members of the Trojan Family, I wish to extend heartfelt congratulations and best wishes on your inauguration as USC's eleventh president.

For 125 years, USC's vibrant alumni have been dedicated stewards of the university's rich history and traditions. Today, as we celebrate the beginning of an exciting new chapter in the life of the university and the Trojan Family under your leadership, the USC Alumni Association reaffirms its commitment to support the overall advancement of USC by engaging all alumni lifelong and worldwide, building a culture of philanthropy among the Trojan Family and being the representative voice for all USC alumni.

Congratulations and Fight On!

Carol Campbell Fox, MS, '62
President
USC Alumni Association Board of Governors



Dear President Nikias:

It is my special privilege, as chairperson of the USC Community Advisory Council, to extend our congratulations on the occasion of your inauguration as president. The council is now more than 25 years old, and constitutes a strong, resilient and loyal link between the citizens of the surrounding neighborhoods and USC.

We believe that it represents for the campus neighbors a symbol of the strong and productive partnerships that exist at so many levels. On behalf of the council and all your neighbors we congratulate you and promise our continued support.

Sincerely,

A handwritten signature in black ink, appearing to read "Reginald W. Lathan".

Reginald W. Lathan
Chair
USC Community Advisory Council



Dear President Nikias:

On behalf of the USC Associates and the entire family of USC supporters, please accept my deepest and most heartfelt congratulations! I am honored to have this opportunity to share our tremendous excitement about the future of USC. We all know that under your leadership, the university will continue its dramatic ascent among the world's top institutions.

You have been a great professor, great dean and great executive vice president and provost of USC. I would like to express my personal confidence that you will also be a great president of this outstanding and cherished institution. The USC Associates, as the university's premier academic support group, and other supporters stand ready to answer your call to help propel USC to new heights in teaching, research, artistic creation, professional practice and public service.

President Nikias, congratulations once again on the happy occasion of your inauguration. We are excited to see what the future holds.

Sincerely,

A handwritten signature in black ink, appearing to read "Jane Popovich".

Jane Popovich
President, USC Associates Board of Directors
USC Trustee



Dear President Nikias:

The Staff Assembly extends its congratulations to you on your installation as the eleventh President of USC. We look forward to helping you build on the university's proud tradition of excellence in research and discovery, teaching, diversity of thought and community service. The Staff Assembly enthusiastically supports you and your administration as USC moves forward to expand its worldwide influence. We wish you and Mrs. Nikias much success and many years of distinguished service to our university.

Sincerely,

A handwritten signature in cursive script that reads "Linda S. Bazilian".

Linda S. Bazilian
President
USC Staff Assembly



Dear President Nikias:

It is my honor and privilege, as President of the Faculty, to congratulate you on the occasion of your inauguration as the eleventh President of USC. Your level of engagement with the Academic Senate as Provost over the last several years on the many important issues facing the university has been invigorating and refreshing. We hope you will visit our forum as your schedule permits.

As we enter this next chapter of our rich history, there is an emerging sense of excitement on campus in anticipation of the many possibilities your leadership as President of USC will provide. On behalf of the faculty, I reaffirm our commitment to support you as President, the traditions and culture of our Trojan Family and the advancement of our great university.

Fight On!

Sincerely,

A handwritten signature in cursive script that reads "Peter S. Conti".

Peter S. Conti
President
Academic Senate



Dear President Nikias:

Congratulations on becoming the eleventh President of the University of Southern California.

I want to extend my best wishes to you and the entire Trojan Family. USC's tradition of excellence in education, research and the arts is truly remarkable. I applaud your years of dedication to the university, including your service as Executive Vice President and Provost and as holder of both the Robert C. Packard President's Chair and the Malcolm R. Currie Chair in Technology and the Humanities.

I wish you the best of luck as you work to advance the university's mission and work on behalf of the student, faculty and campus community. Once again, congratulations on this new position.

Sincerely,

Barbara Boxer
United States Senator



Dear Friends:

It gives me great pleasure to extend my warmest greetings to all who have gathered for the University of Southern California's inauguration of Chrysostomos L. Nikias as the eleventh President of the University.

Since its inception, the University of Southern California has worked tirelessly to provide and uphold the highest standards of learning for its students. USC is a sterling academic institution of the highest caliber, not only in the state, but nationwide as well. Its unyielding commitment to both academia and the community is truly commendable. There is no doubt that the extraordinary efforts of the USC community have touched countless lives and will continue to do so for many years to come.

It is my pleasure to also take this opportunity to recognize incoming President Nikias. His unyielding commitment to the spirit and mission of USC is truly praiseworthy, and will serve as a solid foundation to lead the university to new heights. The university is truly lucky to have such a visionary leader at its helm.

As your United States Senator representing the State of California, I applaud the University of Southern California and incoming President Nikias. Please accept my best wishes for a most enjoyable event.

With warmest personal regards.

Sincerely yours,

Dianne Feinstein
United States Senator



XAVIER BECERRA
Member of Congress
 31st District, California

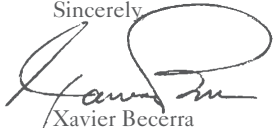
Dear President Nikias:

Congratulations on becoming the eleventh President of the University of Southern California.

Through your past leadership as Executive Vice President and Provost, as well as Dean of the Viterbi School of Engineering, you have gained a unique perspective and understanding of the university's legacy and mission. Your proven academic leadership and deep ties to the USC community will serve you well as you prepare to guide this prestigious institution to new heights.

Once again, congratulations and best wishes to you as you begin your tenure of leadership at one of Southern California's most important institutions of higher learning.

Sincerely,



Xavier Becerra
 Member of Congress



Congress of the United States
House of Representatives
 Washington, DC 20515-0548

Dear President Nikias:

Congratulations! I am extremely pleased at your new appointment as President of the University of Southern California, and I look forward to working with you in the future.

As a proud family of alumni—not only myself, but my wife and both of my sons as well—we all extend our best wishes on your inauguration. We know you will continue into the future the outstanding work begun by Dr. Sample. Our loyalty and commitment to USC is lifelong and worldwide.

The university is fortunate to be going forth with your leadership. Fight On!

I remain respectfully,



John Campbell, MBT, '77
 Member of Congress



CONGRESSWOMAN JANE HARMAN
36TH DISTRICT, CALIFORNIA

Dear Max,

As a USC parent and former neighbor, I am personally thrilled that you were chosen as the eleventh President of the University of Southern California! On the occasion of your inauguration, I would like to extend my sincerest and best wishes upon you and the entire Trojan Family.

Your past achievements and experience with the university will greatly inform your new role as president, and will contribute to enhancing USC's reputation as a leading institution for research, education and the arts. Some research activity—including that of USC's Institute for Creative Technologies—is located in my congressional district, and I am proud to support it. Moreover, the university's civic engagement and public service continue to make Los Angeles a better place to reside.

Sidney and I expect to attend the ceremonies to celebrate this momentous occasion in your career and the university's history. You are a worthy successor to Steve Sample, and a valued friend.

Regards,

Jane Harman
Member of Congress



HOUSE OF REPRESENTATIVES
WASHINGTON, D. C. 20515

Dear President Nikias:

It gives me great pleasure to congratulate you on becoming the eleventh President of the University of Southern California.

On the occasion of your inauguration, I extend my heartfelt best wishes to you and the entire Trojan Family. I have no doubt that under your leadership USC's reputation as a world-class institution and a leader in education, research and the arts will continue to expand and impress.

I also know from personal experience how much you care about the university's ongoing commitment to civic engagement and public service. Through its cutting-edge initiatives, USC continues to make Los Angeles a better place to live and work. Reaching beyond the corridors of the campus, the university's focus on identifying our community's needs, and training our future workforce to meet those needs, reflects the genuine interest and dedication of USC's leadership and faculty. It is this dedication and tradition of serving the community that has made USC the ideal site for countless community partnerships, and the reason our family was so happy that the Edward R. Roybal Institute on Aging found a Trojan home. Under your visionary leadership, I know these exciting alliances will continue to develop and prosper.

Working with you over the years has been an honor and a pleasure, and I congratulate you on a well-deserved appointment.

Best wishes, my friend, for a long and exciting tenure.

Sincerely,

Lucille Roybal-Allard
Member of Congress



GOVERNOR ARNOLD SCHWARZENEGGER

Dear President Nikias:

Congratulations on your inauguration as the eleventh President of the University of Southern California.

Today, you join the ranks of a special few who have been trusted to guide one of our state's leading institutions of learning. Everyone is confident in your proven track record of excellence, and your dedication to education and scholarship has been rewarded with the admiration of your peers. In addition to being a well-published researcher, you have won numerous awards for your contributions in the field of science.

As chief academic officer, you have done an amazing job of recruiting the best and brightest faculty members. You have also attracted generous donations to further the many fantastic programs offered through the campus. While serving as Dean of the Viterbi School of Engineering, you secured many strategic partnerships with corporations that help with job placement, skill development and endowments that benefit your students. I am certain that as president, your greatest accomplishments are yet to come.

Again, congratulations on your new position, and thank you for your service to the students of our Golden State. Go Trojans!

Sincerely,

Arnold Schwarzenegger
Governor of the State of California



CALIFORNIA
DEPARTMENT OF
EDUCATION

Dear President Nikias:

Congratulations on your new position! I am confident your years of experience and innovation will continue to build on the success of former President Steve Sample and move the University of Southern California forward to a bigger and brighter future.

I look forward to working with you!

Sincerely,

Jack O'Connell
State Superintendent of Public Instruction

California State Senate

SENATOR
DARRELL STEINBERG
PRESIDENT PRO TEMPORE



Dear President Nikias:

Congratulations on becoming the eleventh President of the University of Southern California. A great university deserves a multi-talented leader such as yourself.

Your career as a researcher, educator and university administrator has earned accolades for leadership, innovation and fundraising. These skills will serve you well in the president's office. USC has a tradition of scholastic excellence and a vibrant culture of public service. Under your leadership, I am confident that the university will continue to move forward as one of the world's leading private research universities.

I wish you all the best in this ambitious endeavor. All of California benefits from the tremendous work done at the University of Southern California.

Sincerely,

A handwritten signature in black ink that reads "Darrell Steinberg".

Darrell Steinberg
President pro Tempore
Sixth Senate District



JOHN A. PÉREZ
SPEAKER OF THE ASSEMBLY

Dear President Nikias:

Please accept my sincere congratulations on your installment as the eleventh President of the University of Southern California.

Throughout your 19 years at the University of Southern California, you have exemplified an exceptional commitment to excellence in research, academics and student life. The wealth of experience you bring, including your extraordinary service as Executive Vice President and Provost, makes you uniquely qualified to lead this dynamic university.

As one of the leading universities in California's world-renowned system of higher education, USC is a major economic engine for our state. I am confident that your vision, experience and dedication to excellence will benefit not only the students, faculty and staff of the university, but our entire state as well.

Again, congratulations and best wishes to you and the entire Trojan Family on this important day.

Sincerely,

A handwritten signature in black ink that reads "John A. Pérez".

John A. Pérez
Speaker of the Assembly




Dear Friends:

As State Senator for the 26th Senate District, I would like to congratulate C. L. Max Nikias upon his inauguration as the eleventh President of the University of Southern California.

During his tenure as Executive Vice President and Provost for the university, President Nikias has earned respect for his leadership, innovation and fundraising as the school has consistently gained in the rankings. In addition, USC has continued to establish itself as a distinguished institution and model university across the nation.

I have every confidence that those same assets and skills will serve President Nikias and the University of Southern California well.

Sincerely,


Curren D. Price Jr.
Senator, 26th Senate District



Dear Friends,


Congratulations to C. L. Max Nikias on his inauguration as the University of Southern California's eleventh President.

USC has a record of academic excellence. Therefore, it comes as no surprise that the USC Board of Trustees chose an individual known for his leadership and innovation to carry on the university's proud heritage. As a former faculty member with the Rossier School of Education, I am pleased that USC has chosen an individual who will ensure that the university remains a leader in higher education.

I am confident that as president, Dr. Nikias will demonstrate the same commitment to the students and community of USC as he did when he served as the university's Executive Vice President and Provost.

I send President Nikias all my best wishes as he assumes his new role.

Fight On!


Gloria Romero
Chair, Senate Education Committee



Dear President Nikias:

Congratulations on your selection as the eleventh President of the University of Southern California. I am certain that your vision will enhance the university to even greater heights of excellence.

Under your leadership as the former Executive Vice President and Provost, the school has established itself among the premier ranks, and we wish for your continued success as you carry out some of your sound and needed ideas. It is with great pleasure that I write this letter to show my support on this noteworthy occasion.

I look forward to working with you in the future as you embark on your new journey.

I wish you continued success.

Very truly yours,

Mike Davis
Mike Davis
Assemblyman, 48th District



Dear President Nikias:

On behalf of the County of Los Angeles, we extend our sincerest congratulations to you on being named the eleventh President of the University of Southern California.

The partnership that USC has maintained with the County of Los Angeles throughout the years has helped to strengthen the position of both the County and the university. In addition to USC's role as a beacon of academic leadership on both a national and international level, the university has shown significant dedication to the children and families who live in the neighborhood surrounding the University Park and Health Sciences campuses. Your continued efforts to improve public education, the local environment and economy, strengthen local businesses and raise the quality of life, demonstrates continued commitment to the future and expands the legacy USC has built.

USC is an integral part of the fabric of all of Southern California. The contributions the university makes as an employer in the County of Los Angeles help to strengthen and support our local economy. USC's impressive academics, research, economic, cultural and athletic accomplishments are a source of pride for all Angelenos.

The university's dynamic student body is also commendable, as roughly half of USC students volunteer time to community services, and many Trojan alumni contribute to the quality of life in Los Angeles County daily.

Your work at the university has undoubtedly had a major impact on the growth and presence of the institution. We anticipate you will continue in these endeavors in your new role as president.

We look forward to working with you. "Fight On!" for the mutual benefit of USC and the County.

Sincerely,

Mark Ridley-Thomas *Gloria Molina*
Mark Ridley-Thomas Gloria Molina
Supervisor, Second District Chair of the Board
Supervisor, First District

Zev Yaroslavsky
Zev Yaroslavsky
Supervisor, Third District

Don Knabe
Don Knabe
Supervisor, Fourth District

Michael Antonovich
Michael Antonovich
Supervisor, Fifth District



ANTONIO R. VILLARAIGOSA
MAYOR

Dear Max:

On behalf of the City of Los Angeles, I congratulate you on your selection as the eleventh President of the University of Southern California. USC and the City are most fortunate to have someone of your extraordinary experience, vision and tenacity at the helm of one of our City's great educational and community treasures.

From its founding in 1880, with the donations of 308 lots of land by several leaders of early Los Angeles, to today's recognition as one of the world's leading research universities, USC has a remarkable shared history with our City. Through two Olympic Games, from the radio to the internet, from an incipient film industry to the creative capital of the world, the City and USC have grown together at a remarkable pace.

Today, USC's academic, research, economic, cultural and athletic accomplishments are a source of pride for all Angelenos. As the largest private employer in the City of Los Angeles, responsible for nearly \$4 billion in economic output for our region, USC is an integral part of the fabric of all of Southern California. I particularly appreciate how USC has become an anchor institution in our community—making community service and service to humanity by students, staff, faculty and alumni such a salient feature of your strategic plan. Roughly half of all USC students volunteer in community service, and many of the 200,000 Trojan alumni contribute daily to enhance the quality of life in our City.

I look forward to working with you closely and "fighting on!" for the continued success and growth of USC and the City. I know that we can accomplish a great deal together and value enormously your partnership in enhancing our City and our nation.

Very truly yours,

Antonio R. Villaraigosa
Mayor of the City of Los Angeles



Dear President Nikias,

On behalf of the Los Angeles City Council, congratulations on your selection as the eleventh President of the University of Southern California.

There is no question that our great city is facing challenging times. These challenges require innovative solutions, creative thinking and the best and brightest minds working together. It is the great fortune of the City of Los Angeles to be the home of a top-ranked, world-class research university with a long tradition of community involvement and partnership.

Consider, for example, the USC Kid Watch Program, where over 900 community residents volunteer to watch over 9,000 local school children, or the USC Good Neighbors Campaign, where, since 1994, USC faculty and staff have devoted millions of dollars from their paychecks to fund joint university-community projects to improve local neighborhoods.

Throughout your nearly two decades at USC, you have made great strides in translating advances in research into new products and services that address society's most pressing needs. We greatly value the cooperative relationship the University of Southern California and the City of Los Angeles have enjoyed for over a century, and we look forward to working with you in the years to come.

Sincerely,

Bernard C. Parks
Councilmember, Eighth District

Jan Perry
Councilmember, Ninth District

Ed Reyes
Councilmember, First District

José Huizar
Councilmember, Fourteenth District



Dear President Nikias:

As you officially take the reins of the University of Southern California as its eleventh president, I want to wish you heartfelt congratulations and best wishes for every success. I have no doubt that you will build upon the extraordinary foundation developed by President Steve Sample, and that under your leadership the university will maintain its tremendous momentum and global reputation for academic excellence.

Your outstanding leadership with the Sample administration was critical to the academic renaissance that the university has experienced in recent years. Your innovative and entrepreneurial vision herald many great years for the institution that I am proud to call my alma mater.

Again, congratulations on your presidency and on your incredible record of progress. Please know that I and my staff are always available to assist you and the university and to ensure your continued success. Fight On!

Very truly yours,

Paul Krekorian, '81
Councilmember, Second District



Dear Friends:

It is my distinct pleasure to congratulate my friend C. L. Max Nikias on being named the eleventh President of the University of Southern California!

President Nikias already has a distinguished record at USC, having served for 19 years as a faculty member and administrator, most recently as Executive Vice President and Provost, where he established the Edward R. Roybal Institute for Applied Gerontology, the Stevens Institute for Innovation, the U.S.-China Institute and the Levan Institute for Humanities and Ethics.

As former President Steven Sample's second-ranking officer since 2005, President Nikias' countless other achievements include accelerating the university's recent academic momentum, recruiting new leadership, strengthening the academic medical enterprise, helping attract a series of major donations to the institution, creating innovative cross-disciplinary programs, enhancing the university's globalization efforts and increasing support for students at the undergraduate, graduate and doctoral levels.

Over the course of his career as a researcher, educator and university administrator, President Nikias has earned accolades for his leadership, innovation and fundraising, as well as his ability to build partnerships among varied constituencies.

As a USC alumnus, supporter, fan and member of the Trojan Family, I am confident that Max will build upon the historic achievements of his predecessor Steven Sample and continue to lead USC to even higher levels of excellence in all areas.

Congratulations!

Sincerely,

Greig Smith
Councilman, Twelfth District

Delegates from Colleges and Universities

1096
University of Oxford
John Hood
Former Vice-Chancellor

1636
Harvard University
Thomas Everhart
Alumnus

1693
The College of William & Mary
Jonathan Layne
Alumnus

1701
Yale University
William Stork
President Emeritus; Yale Club of Hong Kong

1740
University of Pennsylvania
Deborah Marrow
Alumna; Member, Graduate School
of Education Board of Overseers; Trustee

1746
Princeton University
Norma Iris Garcia
Alumni Council Officer; Past President,
Princeton Club of Southern California

1766
Rutgers, The State University of New Jersey
Heather Morrison
Alumna

1785
University of Georgia
Holly Hanson
Alumna

1787
University of Pittsburgh
John Choma
Alumnus

1789
University of Louisville
G. Robert Hoertz
Alumnus

1789
University of North Carolina, Chapel Hill
William Starling
Alumnus

1791
University of Vermont
Alexandra Lawson
Alumna

1801
University of South Carolina
Fredric Magner
Alumnus

1804
Ohio University
Edward Finegan
Alumnus

1809
Miami University
Don Kasle
Alumnus

1819
University of Virginia
Reginald W. Lathan
Alumnus

1820
Indiana University
David Bottjer
Alumnus

1821
George Washington University
Jerry Bloom
Alumnus

1821
McGill University
Edward Newton
Alumnus

1824
Rensselaer Polytechnic Institute
Michael Ciminera
Alumnus

1831
New York University
Jerome Coben
Alumnus

1834
Tulane University
Alexandra Carew
Alumna

1836
Emory University
Penelope Duerksen-Hughes
Alumna

1838
Duke University
David Maisel
Alumnus; Former Trustee

1839
University of Missouri
Scott Kampmeyer
Alumnus

1841
Fordham University
V. John Kriss
Trustee

1842
University of Notre Dame
Donald Bohlinger
Alumnus

1846
University at Buffalo (SUNY)
Satish K. Tripathi
Provost and Executive Vice President
for Academic Affairs

1847
University of Iowa
Lawrence Dorr
Alumnus

1850
University of Rochester
Rochelle Steiner
Alumna

1850
University of Utah
Clifford Miller
Alumnus

1851
University of Minnesota
Clint Schaff
President, Los Angeles/Orange
County Alumni Chapter

1851
University of the Pacific
Pamela Eibeck
President

1855
Michigan State University
Jane Shen-Miller
Alumna

1855
University of San Francisco
Mario Prietto
Rector

1858
Iowa State University
Roger Hanson
Alumnus

1861
Massachusetts Institute of Technology
Thomas Glen Leo
Alumnus

1863
Boston College
Robert Winston
Alumnus; Former Trustee

1865
Lehigh University
John Staub
Alumnus

1865
Worcester Polytechnic Institute
Bruce Olsen
Alumnus

1868
Oregon State University
Jack Borsting
Alumnus

1868
University of California, Berkeley
Jennifer Wolch
Dean, School of
Environmental Design

1870
Loyola University Chicago
Victor Heckler
President, National Alumni
Advisory Board

1870
Syracuse University
Ian MacInnes
Associate Dean for Academic Affairs,
School of Information Studies

1873
Texas Christian University
Iran Hopkins
Alumna; Los Angeles Chapter
Social Chair

1873
Vanderbilt University
Lewis Bradscomb
Emeritus Trustee

1876
Johns Hopkins University
Donald Kurz
Trustee

1876
University of Oregon
Marcia Aaron
Alumna

1881
Marquette University
Kathryn Atchison
Alumna

1881
South Dakota State University
Barbara Schnell
Alumna

1883
University of Auckland
Christopher Tremewan
Pro Vice-Chancellor
(International)

1883
University of Texas at Austin
Raymond Mosteller
Alumnus

1884
Temple University
John Connolly
Alumnus

1885
Arizona State University
Christine Wilkinson
Senior Vice President;
Secretary of the University;
President, Alumni Association

1887
Catholic University of America
Greg Griffin
Alumnus

1887
Clark University
David and Linda Simon
Parents

1887
North Carolina State University
Evelynne Scarboro
Alumna

1887
Whittier College
Donald Herrema
Alumnus; Trustee

1888
Utah State University
Joseph Keller
Alumnus

1889
California State University, Chico
Michael Messner
Alumnus

1891
California Institute of Technology
Trisha Sando
Alumna

1891
Stanford University
Victoria Rogers
Alumna

1893
Montana State University
Rex Moats
Alumnus

1895
Wichita State University
David Eads
Alumnus

Delegates from Learned Societies

1898
Northeastern University
Steve Director
Provost

1900
Carnegie Mellon University
Elizabeth Graddy
Alumna

1901
Idaho State University
Laura Benson
Alumna

1901
Texas Woman's University
Carol Mitchell
President, Texas Woman's University
Southern California Alumnae Chapter

Mary Strother
Past President, Texas Woman's University
Southern California Alumnae Chapter

1903
Western Michigan University
David Endres
Alumnus

1905
University of California, Davis
Susan Lee
Alumna

1907
University of Hawaii
M. R. C. Greenwood
President

1907
University of Hawaii at Manoa
Sharon Abbott
President, Los Angeles
Alumni Chapter

1907
University of Redlands
James Appleton
President

1908
Biola University
Al Mijares
Trustee

1909
University of California, Santa Barbara
Henry Yang
Chancellor

1911
Loyola Marymount University
David Burcham
Interim President

1911
Southern Methodist University
Lori White
Vice President, Student Affairs

1914
University of Texas at El Paso
Charles Espalin
President's Representative

1919
University of California, Los Angeles
Gene Block
Chancellor

1923
Texas Tech University
Valerie Paton
Vice Provost

Michael L. Williams
Texas Railroad Commissioner

1926
Scripps College
Lori Bettison-Varga
President

1929
Los Angeles City College
Jamillah Moore
President

1937
Pepperdine University
Andrew Benton
President

1937
Westmont College
Gayle Beebe
President

1946
Claremont McKenna College
Jeffrey Klein
Alumnus

1947
Fuller Theological Seminary
Erin Dufault-Hunter
Assistant Professor, Christian Ethics

1955
Harvey Mudd College
Maria Klawe
President

1957
California State University, East Bay
Mohammad Qayoumi
President

1957
California State University, Fullerton
Pamela Hillman
Vice President, University Advancement

1957
California State University, Stanislaus
Hamid Shirvani
President

1957
Ming Chuan University
Chuan Lee
President

1963
Pitzer College
Laura Trombley
President

1965
California State University, Bakersfield
Horace Mitchell
President

1972
Concordia University, Irvine
Charles Manske
Founding President

2002
California State University, Channel Islands
Richard Rush
President

1776
Pi Beta Kappa
Robin Romans
President, USC Epsilon Chapter

1869
American Philological Association
Thomas Habinek
Member

1877
Académie Nationale Française de Pharmacie
Walter Wolf
Member

1880
Society of Biblical Literature
S. Scott Bartchy
Member

1885
American Numismatic Society
Jane Cody
Trustee

1889
American Dialect Society
Edward Finegan
Member

Michael Shepherd
Member

1900
American Schools of Oriental Research
Lynn Swartz Dodd
Member

1900
Association of American Universities
Henry Yang
Chair

1902
American Anthropological Association
Nancy Lutkehaus
Member

1905
American Sociological Association
Pierrette Hondagneu-Sotelo
Governing Council

1942
American Society for Aesthetics
Jennifer Judkins
Member

1948
Association for Slavic, East European and Eurasian Studies
Thomas Seifrid
Member

1955
Society for Ethnomusicology
Mina Yang
Member

1966
Middle East Studies Association of North America
Laurie Brand
Past President

1968
Rhetoric Society of America
Lawrence Green
Member

1975
Dictionary Society of North America
Edward Finegan
Member

1975
Society for American Music
Mina Yang
Member

1977
International Society for the History of Rhetoric
Lawrence Green
Past President

1980
National Council on Public History
Natalie Fousekis
Member

Academic Symbols of the University



University Seal

Original University Seal

The university's original seal was developed in 1884 to emboss the diplomas of the school's first graduating class. This seal depicted the year of USC's founding (1880) emblazoned on a scroll next to a palm tree (in heraldry, a symbol of righteousness and victory), with the name of the institution inscribed around the border.



1908 Seal

At the behest of university administrators in 1908, Jesse Ray Miller devised a new seal that introduced USC's official flower, the California poppy, a heraldic symbol of remembrance, hope, joy and growth. The seal also included a shield bearing a setting sun and three torches. In heraldic tradition, the torch symbolizes learning, and the three torches displayed here represented learning in the arts, the sciences and philosophy. The sun signified the West and, according to heraldic symbolism, power and life. Finally, enfolding the shield was a scroll displaying the university's new motto, "*Palma Qui Meruit Ferat.*" Freely translated it means: "Let him bear the palm who merits it."



Current Seal of the University of Southern California

In 1948, the USC Board of Trustees approved an updated version of the university seal. In this version, the poppies appear next to the shield inside the outer band, which is now formatted as a scroll. The Latin motto is emblazoned on a separate scroll at the base of the seal. This seal continues to be the imprimatur, or official signature, of USC to this day.



Presidential Medallion of Office

The medallion of office is worn by the president over his official regalia at ceremonial occasions. It was created by Associate Provost Jerome B. Walker for the inauguration of President James H. Zumberge on May 10, 1981, to serve as a tangible symbol of the authority vested in the president by the Board of Trustees. For President Steven B. Sample's 1991 inauguration, a new chain was designed, which consists of shields identical to that found in the university seal, linked together 16 times.

The front of the medallion depicts the university seal in full, and the back lists the name of the current president and the date of his inauguration. Each president keeps his medallion after retirement. For his inauguration, President C. L. Max Nikias directed that two copies of the medallion be created. One copy will be worn by the president at appropriate events, while the other will be displayed in the Office of the President. The displayed medallion will include the name of each of the past presidents of USC engraved on the links of its chain.



University Mace

The mace of the University of Southern California is a ceremonial scepter symbolizing the authority of the Office of the President. The President of the Faculty has the honor of serving as mace bearer in all academic processions for commencements and other official university ceremonies.

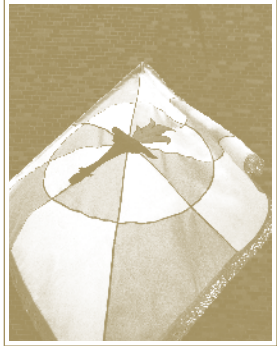
The university mace was first used at the inauguration of President Norman Topping on October 28, 1958. The mace was designed and crafted by the renowned master silversmith, USC alumnus and professor emeritus Hudson Roysner. The head of the mace features the university seal; encircling the head of the mace is the hand-engraved inscription, "1880 University of Southern California." The names of the past ten presidents and current president C. L. Max Nikias are engraved on the bowl. The crowning ornament is a depiction of the walled city of Troy. The mace is permanently displayed in the Office of the President.



Trustee Gowns

The cardinal gowns of office worn by university trustees were designed by Dr. Jerome Walker for President Steven B. Sample's 1991 inauguration. Reminiscent of the university's doctoral gowns, the trustee gowns feature red velveteen front panels and chevrons on the sleeves. Bright gold piping outlines both the panels and the chevrons. Each of the front panels features an embroidered shield on the lapel, taken from the university seal. The trustees wear a doctoral hood lined with USC's traditional gold satin with a cardinal chevron. The hood has a red velvet collar representing the university, in place of a faculty color representing a single discipline.

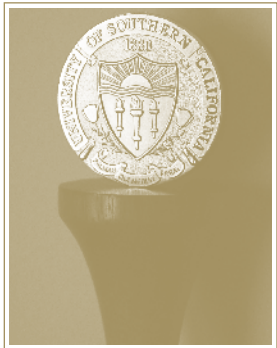
The University Marshal wears a special gown that serves as a bridge between the trustee gown and the university's doctoral gown, with the university seal embroidered on the lapel.



Heraldic Flags

A heraldic flag has been designed for each academic degree-granting unit for use at commencements and other academic convocations. These flags, carried by students, precede the faculty in the procession.

Designed by Dr. Jerome Walker for President James H. Zumberge's 1981 inauguration, the flags recreate the torch and the sun from the university seal, as well as motifs and traditional academic colors unique to each of the academic fields.



Marshals Batons

Designed for the inauguration of Dr. C. L. Max Nikias as eleventh president of the university, a baton is carried by every marshal in the official procession. The batons are carved from walnut, with the university seal mounted in bronze at the top. The fluted shape of the baton evokes the torch of learning, which is also found on the university seal.

At the University of Southern California, marshals are traditionally chosen from the ranks of the faculty to lead the student procession at New Student Convocation and Commencement. The University Marshal and the President of the Faculty march at the head of the procession. For the inauguration of President Nikias, marshals have been assembled from the constituent groups marching in the procession, including students, staff, faculty, parents, alumni and friends of the university.

Inaugural Performances

"Reign of Troy"

"*Reign of Troy*" was composed in 2010 for the USC Trojan Marching Band by Mark Watters ('77), a former saxophone performance major at the USC Thornton School of Music and a Trojan Marching Band alumnus. Mr. Watters is a prolific composer and conductor of music for film and television, having scored over 20 animated films in the past two decades. He also served as musical director for the opening ceremonies of the 1996 Summer Olympic Games in Atlanta and the 2002 Winter Olympic Games in Salt Lake City.

"...toward sunrise and the prime of light..."

Taking its title from a line in Virgil's *Aeneid*, "*...toward sunrise and the prime of light...*" traces a single musical idea from stillness to ecstatic frenzy and back. It was composed for the Calder Quartet and the inauguration of President C. L. Max Nikias by USC Thornton School of Music alumnus Andrew Norman ('02).

With commissions from the Los Angeles Philharmonic, the Berlin Philharmonic Foundation, the Aspen Music Festival and many others, Mr. Norman is widely regarded as a promising new voice in contemporary classical music. His works have been featured at major concert halls throughout North America and Europe, and he is the recipient of the prestigious Rome Prize in Musical Composition. Mr. Norman is also a pianist and committed educator who enjoys helping people of all ages explore and create music.

Calder Quartet

Deemed "Superb" by *The New York Times*, the Calder Quartet has worked and performed with pivotal modern composers such as Terry Riley, Christopher Rouse and Thomas Adés to indie rock bands including The Airborne Toxic Event, Vampire Weekend and party rocker Andrew W.K. In addition to touring on its own and with these artists, the quartet regularly performs in world-famous venues, such as Disney Hall, the Kennedy Center and the Royal Stockholm Philharmonic Orchestra's Konserthuset.

Most recently, the Calder Quartet completed its first Bartók cycle to critical acclaim; was featured at the Big Ears Music Festival in Knoxville; performed the World Premiere of Christopher Rouse's String Quartet No. 3, commissioned especially for the group, at both the New Haven Festival of Arts and Ideas and La Jolla SummerFest; and released a limited-edition vinyl of Terry Riley's early works for the composer's 75th birthday. For the 2010-2011 season, the group performs at the Melbourne Music Festival with Thomas Adés, the Washington Performing Arts Society and makes its Carnegie Hall debut, among others.

Originally formed at USC Thornton School of Music, and known for its strong commitment to contemporary classical music, the quartet has already commissioned ten original works for string quartet from young and emerging composers.

Inaugural History

USC's first presidential inauguration took place October 5, 1880, when a gathering of Los Angeles citizens convened in the newly constructed University Building (today's Widney Alumni House) to witness the installation of Marion M. Bovard. The chairman of the university's board of directors, Judge Robert Maclay Widney, addressed the crowd and presented the keys of the institution to the new president.

No records of the inaugurations of USC's next three presidents—Joseph P. Widney, George W. White and George F. Bovard—have been preserved.

Rufus B. von KleinSmid was inaugurated as USC's fifth president on April 28, 1922. The ceremony included an academic procession from the steps of Old College to Bovard Auditorium, as well as a Pan American Conference on Education attended by students, faculty, community members and 400 delegates from 14 Latin American nations, Great Britain and Italy.

Attended by more than 5,000 persons, the inauguration of Frederick D. Fagg Jr. as USC's sixth president took place in Alumni Memorial Park on June 11, 1948. The ceremony, held in conjunction with baccalaureate services, opened with a procession of some 280 delegates from leading educational institutions.

USC's seventh president, Norman H. Topping, was inaugurated in Bovard Auditorium on October 23, 1958, before an audience of 1,800. The opening procession included 280 delegates representing educational organizations from the United States, Canada and Mexico. The ceremony introduced USC's silver mace, symbolizing the authority of the Office of the President.

The naming of John R. Hubbard as USC's eighth president was announced at a press conference on August 3, 1970. No ceremony was held due to the social and political turmoil of the time.

The inauguration of James H. Zumberge, USC's ninth president, on May 10, 1981, was the capstone of the university's centennial. New elements included heraldic banners for degree-granting units and the presidential medallion, a symbol of the authority vested in the president.

USC's tenth president, Steven B. Sample, was inaugurated on September 20, 1991. Held in Alumni Memorial Park, the ceremony emphasized not only the values of the university, but also the fact that these values are shared. With record-setting attendance, for the first time ever the event included hundreds of neighborhood children and other members of the local community. A series of receptions followed, as well as open houses held by deans and directors to showcase their schools and units.

Past Presidents

Marion McKinley Bovard
(1880-1891)

Joseph Pomeroy Widney
(1892-1895)

George Washington White
(1895-1899)

George Finley Bovard
(1903-1921)

Rufus Bernhard von KleinSmid
(1921-1947)

Frederick Dow Fagg Jr.
(1947-1957)

Norman Topping
(1958-1970)

John Randolph Hubbard
(1970-1980)

James H. Zumberge
(1980-1991)

Steven B. Sample
(1991-2010)

University of Southern California
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Trustee Emeritus

John R. Hubbard

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Merwyn C. Gill	

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President

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*Interim Senior Vice President
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Margo Steurbaut
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Finance*

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Development*

Patrick C. Haden
Athletic Director

Dennis Cornell
*Chief of Staff,
Office of the President*

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Arts and Sciences (1880)
Howard Gillman

USC Libraries (1880)
Catherine Quinlan

USC Roski School of Fine Arts (1883)
Rochelle Steiner

USC Thornton School of Music (1884)
Robert A. Cutietta

Keck School of Medicine of USC (1885)
Carmen A. Puliafito

USC Gould School of Law (1896)
Robert K. Rasmussen

Ostrow School of Dentistry of USC (1896)
Avishai Sadan

USC School of Pharmacy (1905)
R. Pete Vanderveen

USC Viterbi School of Engineering (1906)
Yannis C. Yortsos

USC Rossier School of Education (1909)
Karen Symms Gallagher

USC School of Architecture (1919)
Qingyun Ma

USC Marshall School of Business (1920)
James G. Ellis

USC School of Social Work (1920)
Marilyn L. Flynn

USC School of Cinematic Arts (1929)
Elizabeth M. Daley

USC School of Policy, Planning,
and Development (1929)
Jack H. Knott

USC School of Theatre (1945)
Madeline Puzo

USC Annenberg School for
Communication & Journalism (1971)
Ernest J. Wilson III

USC Davis School of Gerontology (1975)
Gerald C. Davison

USC Leventhal School of Accounting (1979)
Randolph P. Beatty

Inaugural Advisory Committee

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President of the Faculty

Edward P. Roski Jr.
*Chairman,
USC Board of Trustees*

Committee Members:

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*President and CEO,
Los Angeles Economic
Development Corporation*

Lisa Ann Barkett
*President-Elect,
USC Alumni Association
Board of Governors*

Linda S. Bazilian
President, USC Staff Assembly

Warren Bennis
*Professor,
USC Marshall School of Business*

Daniela Bleichmar
*Professor, USC College
of Letters, Arts and Sciences*

Lynn Brown
*Principal, Lencia B. Weemes
Elementary School*

Christopher Yun-Duk Cheng
*President, USC Undergraduate
Student Government*

Dennis Cornell
*Chief of Staff,
Office of the President*

Mitchell R. Creem
CEO, USC Hospitals

Robert A. Cutietta
Dean, USC Thornton School of Music

Elizabeth M. Daley
Dean, USC School of Cinematic Arts

James G. Ellis
*Dean,
USC Marshall School of Business*

Carol Campbell Fox
*President, USC Alumni Association
Board of Governors*

Howard Gillman
*Dean, USC College
of Letters, Arts and Sciences*

Solomon W. Golomb
*Professor,
USC Viterbi School of Engineering*

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Athletic Director

Martha Harris
*Senior Vice President,
University Relations*

Velina Hasu Houston
Professor, USC School of Theatre

James Hooker
*Associate Senior Vice President, Cultural
Relations and University Events*

Reginald W. Lathan
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Former USC Trustee;
Past President, USC Alumni
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Tara McPherson
*Professor,
USC School of Cinematic Arts*

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Professor, USC School of Pharmacy

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*President, USC Graduate and
Professional Student Senate*

Nehikhare Ogbevoen
*Vice President, USC Undergraduate
Student Government*

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*Managing Director,
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Manuel Pastor
*Professor, USC College
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*Dean,
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*Professor,
Keck School of Medicine of USC*

Kevin Starr
*Professor, USC College
of Letters, Arts and Sciences*

Mark A. Stevens
USC Trustee

Claude Zachary
University Archivist

University Marshal:
John L. Callaghan
*Professor, USC College
of Letters, Arts and Sciences*



*Special thanks to all who gave generously of their time
and resources in support of the inauguration, including:*

Inaugural Staff and Student Hosts

USC Helenes

Trojan Knights

Society 53

Inaugural Steering Committee

Inaugural Operations Committee

University Event Managers

USC Hospitality

