



STATE OF THE USC ALUMNI ASSOCIATION 2009

As the 2009 academic year comes to a close, we once again have an opportunity to review the accomplishments of the USC Alumni Association. This past year has been an extraordinary one in the life of the USC Alumni Association, and its successes are the product of many hands – alumni, volunteers, colleagues and staff – that came together with common purpose to engage all USC alumni lifelong and worldwide, to build a culture of philanthropy among the Trojan Family and to be a representative voice for all USC alumni.

Of course this year unfolded against the backdrop of the news of the global economy. The USC Alumni Association met the challenge of the economic downturn by expanding our alumni engagement programs and services. As chronicled here, USC alumni responded in record numbers to regional programs and networking opportunities, to signature events like Alumni Awards and Homecoming, and to calls to provide each other career support. We end this year having achieved our goals, within budget, and primed for a great year ahead.

ALUMNI ENGAGEMENT

The core mission of the USC Alumni Association is to engage all of the university's alumni. We achieve this primarily through our signature programs, regional programs, lifecycle programs,

special interest groups, scholarship programs, and communications.

SIGNATURE PROGRAMS

This year the USC Alumni Association sponsored several signature events, all of which drew capacity crowds. We began with our annual Weekender series, which received rave reviews. Our regional alumni clubs in Washington, D.C., Richmond, the Bay Area, Seattle, Portland, and Tucson were great partners in producing these events. Under the new Weekender management system implemented last year, we will continue to diversify and expand programming in the future.

Homecoming 2008 gave us a chance to try out some new ideas, the most important of which was to reorient "Meet Me at Tommy," the centerpiece of the event, as a venue to facilitate more Homecoming attendees interacting with USC Alumni Association representatives. We recruited new corporate sponsors and had a record number of tent sponsors. The annual walk by President and Mrs. Sample to visit various alumni organizations was a crowd-pleaser.

In March 2009 the USC Alumni Association hosted the first annual USC Women's Conference. More than 400 women, representing all segments of the Trojan sisterhood, gathered for a day of networking, exchanging professional and

personal experiences, and hearing the latest news in women's health issues. The day began with a keynote address by renowned artist and philanthropist Gayle Garner Roski, and concluded with a speech on current financial issues by Janet Lamkin, the West Coast President of Bank of America, the conference's founding sponsor. The 2009 USC Women's Conference was the result of hard work by a dedicated host committee led by co-chairs Bryn DeBeikes and Carol Fox.

Our final signature event of the year was the 76th Annual Alumni Awards. This event was simply a knockout! We honored eight alumni that evening, including Ronnie Chan, who received the Asa V. Call Alumni Achievement Award in recognition of his accomplishments as a real estate developer in Hong Kong and China, and Ron Orr, USC's associate athletic director, who received the Fred B. Olds Award in recognition especially of his work with "Swim with Mike." With a record attendance of almost 600 individuals, in a downtown ballroom designed to replicate the front of Alumni House and Argue Plaza, the program earned over \$100,000 to support USC's alumni relations efforts. The 76th Annual Alumni Awards also enjoyed significant backing from the campus community, with support coming from 14 schools, the USC Health Sciences Campus, and several administrative units. Our volunteers and staff were most proud of the sense of Trojan pride and community in the room that night. We are already looking forward to the 77th Annual Alumni Awards.

Trojan Travel, our signature alumni travel program, also had a productive year. Despite the challenging economy and unstable world conditions, Trojan Travel

was able to meet its goals and its financial commitment to the USC Alumni Association. Faculty participation remains a top priority and USC faculty continued their enthusiastic support of our educational travel program. In addition, the Young Alumni Travel Program is again experiencing success with an upcoming trip to Greece.

REGIONAL PROGRAMS

Our primary vehicle for engaging the Trojan Family is regional programming. Following up on our stated intentions, we appointed a full-time regional director last year to lead our regional program and coordinate our efforts with regional leaders. Our four-person regional staff has regularly participated in regional club board meetings. We are seeing the emergence of regional engagement plans and the efficient use of our regional programming dollars.

More than 75 domestic and international regional alumni clubs hosted thousands of alumni, parents, and friends this year. Some of our most innovative and well-received programs included:

- A guided tour of the Terra Cotta Warriors exhibit in Orange County;
- Receptions with Provost C. L. Max Nikias in New York and San Diego;
- A reception with Rossier School of Education Dean Karen Symms Gallagher and USC Alumni Association president Dick DeBeikes in Chicago;
- A discussion about innovation in a down economy with Annenberg School for Communication Dean

Ernie Wilson and Marshall School of Business Dean James Ellis in Seattle;

- A lecture by Executive Vice Provost Barry Glassner in Portland;
- Theatre events led by School of Theater Dean Madeline Puzo in New York and by a Theatre school faculty member in Houston;
- Art and architecture lectures in Los Angeles with Roski School of Fine Arts Dean Ruth Weisberg and School of Architecture Dean Qingyun Ma;
- A panel on “Medical News You Can Use,” sponsored by the Doctors of USC in San Francisco;
- The Orange County lecture series, which featured Marshall School of Business Dean James Ellis, Davis School of Gerontology Dean Gerald Davison, Unruh Institute of Politics Director Dan Schnur, and Vice Provost for Innovation Krisztina Holly;
- Our “Meet the Innovators” series, which featured Vice Provost Holly in San Jose;
- A concert with Thornton School of Music strings department chair Midori Goto in London;
- Participation in USC Friends and Neighbors Service Day, with 50 alumni and 50 student volunteers joining forces to help out at social service sites throughout Los Angeles;
- A panel of two faculty superstars – Dan Schnur and Susan Estrich – analyzing President Barack Obama’s first 100 days, moderated by distinguished alumna and *USA*

Today political editor Catalina Camia, at the Brookings Institution in Washington, D.C., co-sponsored by four USC schools, and attended by those schools’ respective deans;

- Forty freshman SCend Off parties hosted by 30 different regional alumni clubs, with approximately 2,500 alumni, students, parents and friends in attendance;
- Countless receptions, happy hours, networking events and game-watch parties.

In June, USC Libraries Dean Catherine Quinlan will travel to Portland and Seattle to discuss “Rediscovering the Library.” We will also host an evening at the San Francisco Symphony with the Thornton School of Music, accompanied by a reception with USC alumnus and San Francisco Symphony music director Michael Tilson Thomas. Finally, we will end the year in New York City, where the alumni club is hosting its “First Annual Tommy Awards” to recognize five distinguished Trojans from the New York metropolitan area, showcase Trojan talent in the City’s performing arts and film industries, and celebrate awarding more than \$32,000 in scholarships this year.

The Club Affairs Committee of the USC Alumni Association Board of Governors initiated a pilot “Club Ambassadors” program to strengthen the bonds between the board and the clubs. Separately, our regional programs staff hosted conference calls to update leaders of our regional clubs and women’s groups on the USC Alumni Association and to discuss current issues. Finally, USC President Steven B. Sample hosted lunches for the volunteer leaders in Los Angeles, Orange County and San

Francisco in appreciation of their dedication and service to USC. He also joined Sacramento and Seattle alumni leaders for lunch as well.

LIFECYCLE PROGRAMS

Our investment last year in creating the lifecycle programs department yielded great dividends. We successfully launched Society 53, a new student group charged with promoting alumni identity among current students; Society 53 members also volunteered at alumni events and programs. The group piloted the first annual “Trojan SCuppers” weekend in March, with more than 100 students and 20 alumni hosts gathering for dinners. Society 53 also hosted the second annual Senior SCend Off, welcoming nearly 500 members of the Class of 2009 into the USC Alumni Association.

The USC Young Alumni Council made great progress this year, hosting a well-attended end-of-the summer mixer in downtown L.A., a holiday party in Hollywood, and several other events. The council achieved stability and cohesion, and is in a good position to capitalize on its momentum next year.

The Half Century Trojans continue to be a source of pride for the USC Alumni Association. In February we hosted the first annual Half Century Trojans “Going Back to College Day,” with the crucial support of the USC College of Letters, Arts, and Sciences, several other schools, and University Advancement. More than 250 alumni and guests attended lectures, took tours of the campus, had dinner with President Sample and attended a USC basketball game. The success of this event, coupled with its annual luncheon, has inspired the group’s

board and staff to think more broadly about how to engage this population of more than 20,000 alumni.

Led by co-chairs Dann Angeloff and Lorna Reed, the Class of 1958 had one of the most successful 50th reunions in recent memory. With almost 300 class members and guests in attendance, the class took a long walk down memory lane with Martha Harris, Senior Vice President for University Relations, who gave an entertaining presentation on how USC has changed, and stayed the same, since 1958. The reunion ended with a wonderful dinner in the Galen Center. In testament to the class’s dedication, the Class of 1958 raised \$100,000 to name the President’s Dining Room in the new Ronald Tutor Campus Center, and then *exceeded* this goal by raising an additional \$70,000 to support the Widney Alumni House Legacy Fund.

The success of the Class of 1958 Reunion has laid a strong foundation for next year’s Reunion Weekend, which will feature the 50th Reunion of the Class of 1959, the 25th Reunion of the Class of 1984, and the first-ever Young Alumni Reunion for the Classes of 1999 to 2009.

SPECIAL INTEREST GROUPS

Under the leadership of chairman Melody Nishida, the *Alumnae Coordinating Council* (ACC) and its member organizations had a very successful year. Among their accomplishments:

- The Association of Trojan Leagues hosted an event on the 2008 election – the first of its kind for the ATL;

- The ACC honored more than 100 seniors and their families at its annual scholarship luncheon;
- The ACC collectively distributed \$357,000 to more than 100 students;
- The Trojan League of Los Angeles celebrated its 50th anniversary;
- The Trojan League Associates of San Diego County celebrated its 40th anniversary;
- Town and Gown of USC, the Trojan League Associates of the Desert, and the Trojan League of Orange County hosted benefits to support USC scholarships and programs;
- ACC chairman-elect Beth Petak-Aaron convened a group of interested alumnae to rejuvenate the Town and Gown Junior Auxiliary of Los Angeles.

The *Asian Pacific Alumni Association* (APAA) orchestrated two signature events that collectively raised \$80,000 for scholarships: its annual scholarship gala, which honored President Sample, three outstanding alumni and the APAA's student-scholars, and its annual golf classic. The APAA hosted several other successful alumni events such as its Theatre Night at *Phantom of the Opera*, co-hosted with the UCLA APAA; the Night with the Dodgers; a Presidential debate watch party; a career and networking night; and its annual Homecoming tailgate with Asian-Pacific and international alumni and students.

One of the APAA's priorities was developing its board of directors. To that end, the group held a successful board retreat early

in the year and recruited several new board members. Finally, the APAA has played a crucial role in connecting the USC Alumni Association to different segments of the Asian-Pacific population. For example, the APAA reached out to alumni who participated in two student organizations, Troy Philippines and the Chinese American Student Association, and hosted them at Alumni House for dinner.

The *Lambda LGBT Alumni Association* (Lambda) also enjoyed a successful year. The year began with the City of Los Angeles recognizing Lambda, along with USC's LGBT Resource Center and the GLBT Undergraduate Assembly, for its contributions to USC, the city and the gay community. Lambda achieved record attendance at its newly revamped scholarship reception, Homecoming Tailgate, and Lavender Commencement Celebration events. Lambda added its first independently endowed scholarship, the Russ Gamble Scholarship in Architecture, to its award roster. Lambda also hosted the 2nd annual Don Thompson Memorial Movie Night, an intimate grassroots-style community event that raised \$8,000 for scholarships.

This spring, Lambda hosted a Vision Summit with 30 of its most active leaders and prominent stakeholders to discuss the necessary steps to successfully steer this growing organization. From that meeting the group developed several priorities, including greater outreach to students, young alumni, faculty/staff and USC's schools; a more highly developed committee structure, with enhanced communications to better reach its constituency; and an official name change to the USC Lambda LGBT Alumni

Association, to better reflect the diversity within the Trojan LGBT community.

The USC Alumni Association closely collaborates with the *Black Alumni Association* (BAA) and the *Mexican American Alumni Association* (MAAA), both of which report to the Division of Student Affairs. During this year, the Office of Black Alumni Programs (OBAP) focused on restructuring the volunteer groups that support it, creating a new OBAP Development Advisory Council to focus on corporate and foundation giving, and focusing the BAA Board of Directors on alumni engagement. The BAA Scholarship Fund doubled this year, leading to a 45% increase in the number of students supported by BAA scholarships in the next academic year. The BAA also launched its new “Legacy Through Leadership” initiative, which includes a mentoring program that matched more than 100 alumni with USC students this year, and is focused on developing significant community partnerships.

The MAAA also enjoyed a year full of accomplishments. During its 35th anniversary year, the MAAA raised more than \$250,000 for scholarships, and allocated \$350,000 in scholarships to more than 250 students. At its annual scholarship gala, the MAAA recognized USC Trustee Frank Cruz. The MAAA also sponsored several well-attended events: 400+ alumni and friends attended the MAAA’s Homecoming tailgate and 300+ golfers played in the 29th Annual MAAA Golf Classic. The MAAA partnered with USC Spectrum and the USC Annenberg School for Communication to present a lecture on Latin American arts and culture featuring Latin Grammy-winning artist Julieta

Venegas. The MAAA also partnered with the USC Career Planning & Placement Center for the first annual USC MAAA Career Roundtable, with more than 21 companies participating. Finally, the MAAA’s Corporate Advisory Council and Young Leaders Council celebrated their second anniversaries.

SCHOLARSHIP PROGRAMS

Providing scholarships to USC students has always been a key priority of our alumni organizations. During this academic year, USC alumni organizations distributed nearly \$4 million in scholarships, including university matching funds, to almost 1,000 USC students. Town and Gown of USC led the way, distributing \$1.2 million in scholarships to 240 students. Collectively, the regional alumni clubs, special interest groups, and the Half Century Trojans distributed \$1.9 million in scholarships, including university matching funds, to more than 650 students.

Our alumni organizations receive their scholarship funds primarily from endowment income, gifts and bequests, and annual benefits. Town and Gown of USC, several of the Trojan Leagues, the APAA, BAA and MAAA held successful fundraising benefits this year. Lambda and several regional clubs and alumnae groups held other types of fundraising events. This year we partnered with the USC Annual Fund to conduct our first annual fund campaign to support regional club scholarships.

We also worked closely with the Office of Admission and Financial Aid to improve scholarship processes. Most of our alumni organizations are now using a common online application. We worked together on

improving the interviewing and evaluation of scholarship applicants, including conducting several unified training sessions this spring. The USC Alumni Association also devoted considerable effort to improving accounting and reporting on scholarship funds.

COMMUNICATIONS

This year we hired a new professional, Cheryl Collier, to lead our communications and technology teams with a goal of maximizing those resources. With regard to our communications programs, we have continued to improve our monthly e-newsletter, the *USConnection*, by adding new features and redesigning its layout. We have made strategic use of our section in *USC Trojan Family Magazine* to promote our services and programs. We have increased placement of USC Alumni Association news and feature articles in USC media outlets, and have updated our collateral to better advertise our benefits, programs and events to alumni. We have placed a number of videotaped alumni events on the USC YouTube website and have effectively used our Harris e-mail database to promote and increase attendance at our events. We have made progress on USC history initiatives, and launched a new USC Alumni Authors feature on our website.

Last year we set a goal to evaluate and improve our online community and website, and we have made considerable progress this year. Throughout this year we worked with a consultant to gather feedback from stakeholders on our website. The consultant conducted meetings with alumni leaders and staff. We invited alumni to share their ideas and feedback about our website in two focus groups, and we

conducted an online survey specifically about the website. This spring we condensed all of that information into findings regarding how best to improve the website. We are now in the process of implementing those findings with the assistance of University Web Services, and we anticipate launching a new website in early September.

VOLUNTEER DEVELOPMENT

ALUMNI LEADERSHIP CONFERENCE AND VOLUNTEER RECOGNITION DINNER

Volunteers are the lifeblood of the USC Alumni Association. We invest heavily in the development and engagement of our alumni volunteers. We began this year with the most successful Alumni Leadership Conference in recent memory. For the first time, the conference was open to alumni leaders from USC's schools and Athletics; more than 250 alumni and parent leaders attended the conference. The program included two new signature segments: the "Lessons in Leadership" panel, moderated by KTLA anchor and alumnus Frank Buckley, featuring four accomplished alumni sharing their insights on leadership, and the "Best of USC" panel, which featured four faculty members and an undergraduate student presenting their academic work. The conference attendees also received briefings from President Sample and other senior university administrators on current USC issues. One of the highlights of the conference was lunch with Provost C. L. Max Nikias and several of USC's academic deans.

On the Friday night of the Alumni Leadership Conference, we hosted a truly memorable Volunteer Recognition Dinner. With more than 400 guests in attendance, we presented President's Awards and

Widney Alumni Awards to more than 65 of our most dedicated volunteers. We also presented two new awards – the Alumni Organization of the Year award, which was shared by the Alumni Club of the Nation’s Capital, the Trojan Club of Orange County, and the Trojan League of Los Angeles, and the Alumni Friend of the Year Award, which was presented to Robin Doty, from the Marshall School of Business, and the USC Alumni Association’s own Mark McBride.

USC ALUMNI ASSOCIATION BOARD OF GOVERNORS
The USC Alumni Association Board of Governors (BOG) did an exemplary job this year under the leadership of President Dick DeBeikes. All of our committees were engaged in advising and supporting USC Alumni Association programs. Led by BOG member John Peterson, the BOG undertook an extensive revision of its bylaws this year. The primary amendments defined the roles and responsibilities of at-large and representative members; extended representation to all of USC’s schools (as opposed to the current five at a time); defined the membership of the BOG’s executive committee; and created the Club Affairs Committee as a permanent committee. Led by BOG member Greg Pollack, the BOG also engaged in an exciting analysis on how to improve the USC Alumni Association’s branding.

BOARD OF GOVERNORS ALUMNI
One of our goals this year was to establish a stewardship program for alumni who have served on the USC Alumni Association Board of Governors. These alumni, who number several hundred, are some of USC’s most loyal supporters, and we want to maintain a special relationship with them. To that end we established a Board of Governors committee dedicated to “BOG

Alumni Affairs.” This committee presented our first annual “BOG Alumni Reunion” in February. More than 100 former members joined the current BOG to participate in a meeting. Following the meeting, Ed Roski, chairman of the USC Board of Trustees, addressed the attendees. This reunion has provided a solid foundation for other future stewardship programs.

CAMPUS PARTNERSHIPS

ALUMNI RELATIONS COUNCIL
We are very proud of our continuously improving relations with other parts of the university. The USC Alumni Relations Council has continued to serve as a useful forum for convening alumni relations professionals and stakeholders. Through these partnerships, we have involved every dean in at least one program this year. Several members of the senior administration have participated in programs as well. We have leveraged these partnerships to take faculty on the road, which greatly enhances our regional programming, and to produce several of our premier events, such as the Alumni Leadership Conference, the Women’s Conference and the Half Century Trojans “Going Back to College” Day.

ALUMNI CAREER SERVICES
Last year, in response to our alumni survey, Senior Vice President for University Relations Martha Harris and Vice President for Student Affairs Michael Jackson convened a study group to evaluate USC’s delivery of career services to alumni. This group was co-chaired by the USC Alumni Association and the Career Planning & Placement Center, and included representatives from several schools. The study group was charged with the following tasks: cataloging what alumni career

services are provided by the university and its schools; determining if USC is delivering sufficient career support to alumni and effectively communicating the availability of these services to alumni; and ascertaining whether or not USC should be offering alumni other career services, and phasing out career programs that may no longer be necessary.

The study group's key conclusions were that:

- Alumni career services are important because they “help fulfill the promise of a lifelong, worldwide Trojan Family.”
- USC offers most typical career services offered by peer institutions, but that USC offers fewer programs than most top programs.
- There is room to coordinate programs and services offered centrally and by the schools.
- USC should coordinate communications of alumni career services to inform and manage the expectations of students and alumni.
- Modest investment in staff support and programming in this area would yield great dividends in alumni relations.
- Availability of lifetime e-mail and improvements to the alumni database are critical success factors.

The collaboration of the Alumni Career Services Study Group led to several new programs designed to support alumni career development. The USC Alumni

Association and the Career Planning & Placement Center sponsored “Taking Charge of Your Career” nights in Los Angeles, Orange County, New York, and Washington, D.C. This spring we launched the “Trojans Hiring Trojans” campaign to encourage alumni hiring employees or interns to look first within the Trojan Family. We will continue looking for new opportunities to provide more and better career services to our alumni.

FACILITIES

The USC Alumni Association's facilities are crucial to our success. Our current home, the Widney Alumni House, is the oldest building on campus and a Trojan icon. This past summer we set out to create in Widney Alumni House an environment that celebrates USC and is welcoming and pleasing to our constituents. We were blessed that Sue McKeever, a member of our Board of Governors, contributed her design services to help us achieve this goal. The result is truly remarkable. From the new Widney Alumni House Library, to the refurbished board room and lounge, to the updated reception area and spruced-up offices, we have received nothing but compliments and admiration.

Anyone who has walked past the construction site has noted the marked progress on the construction of the Ronald Tutor Campus Center. The Epstein Family Alumni Center, our new home, is on the third floor. Recently, USC Alumni Association staff had the opportunity to take a hard-hat tour of the building, and we are excited about the new program possibilities the center will provide us. We are actively engaged right now in planning for our occupancy of the Epstein Family Alumni Center, and we are thankful to

Capital Construction and Student Affairs for their efforts in making the Ronald Tutor Campus Center a reality.

We are very pleased with our fundraising progress for the Epstein Family Alumni Center. To date, we have raised almost \$7.4 million in gifts and pledges towards our \$7 million commitment. We were proud and grateful to receive naming gifts or commitments this year from the Classes of 1987, 1988, and 1989 (\$100,000 combined), the Class of 1958 (\$100,000), the Half Century Trojans (\$100,000), the Trojan League Associates of San Diego (\$100,000), the Class of 1959 (\$60,000), the Trojan League of Orange County (\$25,000), and the Trojan Guild of Los Angeles (\$25,000). The Black Alumni Association received two naming gifts of \$50,000 each from Reggie and Nancy Lathan, and Dr. Todd and Michele Turner, for its suite. We also made significant progress in the fundraising efforts of the Alumni Presidents Council, the Board of Governors, the Asian Pacific Alumni Association, and the Lambda LGBT Alumni Association. We expect to finish these fundraising initiatives for the Epstein Family Alumni Center in 2009.

While it will no longer be our primary office once we move to the Epstein Family Alumni Center, the Widney Alumni House will continue to be a vital and important part of the USC Alumni Association. Earlier this year we convened a task force to consider how the USC Alumni Association can best use the Widney Alumni House to engage all alumni. USC Alumni Association President-Elect Bob Padgett and Immediate Past President and USC Trustee Michele Dedeaux Engemann are the co-chairs of this task force. We expect the task force's recommendations this summer.

Our next opportunity to significantly expand the USC Alumni Association's programs and services will come after we move into the Epstein Family Alumni Center next summer. Between now and then our goal is to make sure we excel at everything the USC Alumni Association has undertaken and currently oversees. We will measure our success by looking for an increase in the number of alumni engaged through our programs and services, increased efficiency in terms of budget and staff resources, and the overall satisfaction of our constituents.

Some of our specific goals for next year include:

- Implement the 25th and Young Alumni Reunion program.
- Launch the new USC Alumni Association website.
- Secure \$150,000 in new corporate sponsorships, partnerships, or advertising.
- Re-administer the alumni attitudinal survey to measure progress since that survey was first administered to USC alumni in 2007.
- Complete the Epstein Family Alumni Center campaign, and prepare for our move there.
- Settle on a plan for the Widney Alumni House, based on recommendations from the task force.

Over the past two years the USC Alumni Association has greatly enhanced and expanded its programs, benefits, services, and relationships with campus partners and volunteers. We have seen a reinvigoration of our volunteer leaders, including the USC Alumni Association Board of Governors. We have inspired the Trojan Family and the USC community to regard the USC Alumni Association as a strategic university asset. Vital to this has been our commitment to being open with our partners and our volunteers about our goals and our challenges, and involving them in developing our strategies and plans. We are all working toward the same goal – a stronger and better Trojan Family that is more engaged than ever.

The accomplishments described herein represent the work of hundreds of volunteers, staff, and partners. We hope they will each accept our thanks, not only for what they have done, but for what they will continue to do.

A special thank you is due to Dick DeBeikes, who ably and faithfully served the

university this year as president of the USC Alumni Association. Dick has a keen interest in the workings of the USC Alumni Association and a talent for building bridges and alliances. He has traveled around the world meeting USC alumni and carried the banner of the USC Alumni Association forward. He has been a prudent advisor, a careful listener, and a close friend. His legacy is a strong Board of Governors that effectively advises the university on relations with its alumni. We look forward to Dick's continued involvement in the leadership of the University of Southern California and its alumni association.

Respectfully submitted,



Scott M. Mory
USC Associate Senior Vice President for
Alumni Relations

June 5, 2009

