



June 28, 2019

My fellow Trojans,

Ten months ago, I agreed to serve as this university's interim president, and it has been an absolute honor. We accomplished a great deal in a short time, and I could not have done it without all of you: our faculty and our staff.

Many of you reached out to me by letter, email, and phone; hundreds of you spoke up at our listening sessions, eloquently calling for change; and still others approached me on our campuses and took time to offer ideas and encouragement.

I heard all of you, and all of you have my deepest gratitude for your support and commitment to USC.

Real change does not happen in a vacuum, and it doesn't happen fast, but it doesn't happen at all without committed and passionate faculty and staff. Your strong hearts and exceptional minds were like lights guiding my way. I have known for years that we Trojans profoundly care about our university, but in listening to so many of you these past ten months, I saw how Trojans can rise to a new level of engagement and determination.

Last fall, we made a shared commitment to change our culture across our university. My priority was to place us firmly on a path heading in the right direction. Also, as a former CEO, I knew the importance of accountability and transparency, and that to achieve this requires participation in decision-making, and access to information. The steps we've taken reflect all of these goals.

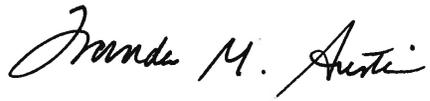
We established the Office of Professionalism and Ethics as the center for complaint reporting, and we opened ombuds offices on both campuses to provide a safe space for any member of our community to voice concerns without fear of reprisal, or shame. We created the President's Culture Commission, whose members advise the president and senior leadership on how best to ensure that our core values guide us. We recruited new leadership and new physicians for our student health services, and pursued a reenergized wellness campaign for the entire Trojan community. We also launched [a dedicated web page](#) designed to help us achieve our goals as a community, and to chart our progress on an ongoing basis.

All of this work will keep moving forward with our incoming president, Dr. Carol L. Folt. It is wonderful to see Dr. Folt's administration taking shape. I ask that all Trojans everywhere stay

engaged, as Dr. Folt creates the path forward. She is a visionary whose warmth and insight carry great promise. In the years ahead, I am certain our university community, and our staff and faculty in particular, will provide inspiration to Dr. Folt and her leadership team.

I want all of you to know that your dedication and tireless support has carried me to a deeper understanding of what it means to be a Trojan. For that, I am forever in your debt, and will stand with you, as together, we *Fight On!*

Sincerely,

A handwritten signature in black ink that reads "Wanda M. Austin". The signature is written in a cursive, flowing style.

Wanda M. Austin  
President