The Impossible Dream of Steven Sample
A RETROSPECTIVE
In retrospect, all the signals were there from the beginning. In January 1992, USC’s new president convened a strategic planning group and asked it to imagine what at the time seemed to be an impossible dream: USC as the cover story in *Time* magazine in 2002.

It actually took less time than that: In 2000, USC was named *Time* magazine/Princeton Review’s College of the Year, and the *Los Angeles Times* Magazine ran a cover story titled “Engineer, Drummer, Pitchman – Steven Sample is Staging a Surprise Production: The Makeover of USC.”

Since then, the word has spread, and USC’s remarkable transformation is well known: Top-quality students are attracted by the integration of liberal and professional education, which encourages them to think deeply and creatively; high-profile faculty are lured from prestigious universities by the combination of opportunity and resources to support them; USC is a leader in establishing connections in Asia and the Pacific Rim; and the determination to be a “good neighbor” to local communities has produced a culture change within the university as well as its two neighborhoods.

The numbers alone tell much of the story:

<table>
<thead>
<tr>
<th>Record of Accomplishments</th>
<th>1991</th>
<th>Today</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Applicants</td>
<td>About 10,400</td>
<td>36,000</td>
</tr>
<tr>
<td>Admission Rate for All Students</td>
<td>70%</td>
<td>24%</td>
</tr>
<tr>
<td>Admission Rate for SCions</td>
<td>76%</td>
<td>35%</td>
</tr>
<tr>
<td>SCions in Freshman Class</td>
<td>17%</td>
<td>22%</td>
</tr>
<tr>
<td>Six-year Graduation Rate</td>
<td>58%</td>
<td>88%</td>
</tr>
<tr>
<td>National Merit Scholars in Freshman Class</td>
<td>33</td>
<td>232</td>
</tr>
<tr>
<td>Total National Merit Scholars (all classes)</td>
<td>About 75</td>
<td>951</td>
</tr>
<tr>
<td>SAT Scores</td>
<td>1070</td>
<td>2068*</td>
</tr>
<tr>
<td>National SAT Percentile</td>
<td>About 60th</td>
<td>About 95th</td>
</tr>
<tr>
<td>Average GPA of Incoming Freshman</td>
<td>3.4</td>
<td>4.05**</td>
</tr>
<tr>
<td>Endowment Pool Market Value</td>
<td>$450 million</td>
<td>$3.58 billion***</td>
</tr>
<tr>
<td>Sponsored Research by Faculty</td>
<td>$183.3 million</td>
<td>$464 million</td>
</tr>
<tr>
<td>Minors Offered to Undergraduates</td>
<td>68</td>
<td>About 150</td>
</tr>
<tr>
<td>U.S. News &amp; World Report Rankings</td>
<td>51st</td>
<td>26th</td>
</tr>
<tr>
<td>Undergraduate Financial Aid</td>
<td>$37.3 million</td>
<td>About $180 million</td>
</tr>
<tr>
<td>Capital Construction</td>
<td>Not available</td>
<td>+ 6 million sq. ft.</td>
</tr>
<tr>
<td>Annual Voluntary Donations by Faculty and Staff to Community Outreach</td>
<td>About $100,000 (United Way)</td>
<td>$1.2 million (USC Good Neighbors)</td>
</tr>
<tr>
<td>Endowed Chairs and Professorships</td>
<td>152</td>
<td>403</td>
</tr>
<tr>
<td>National Academy Members</td>
<td>25</td>
<td>54</td>
</tr>
<tr>
<td>Annual Giving by Alumni</td>
<td>13%</td>
<td>46%</td>
</tr>
</tbody>
</table>

*1378 adjusted to the old scale; **3.7 unweighted / 4.05 weighted; ***peak value October 2007
Steven Sample in the Time magazine/Princeton Review “College of the Year” story honoring USC
Steven Sample made “depth with breadth” a hallmark of the undergraduate experience at USC. Building on the university’s historic strength in combining liberal and professional education, he introduced a new program, called the Renaissance Scholars, that encouraged students to take a major and a minor, or a double major, in widely disparate fields, and offered $10,000 prizes for students who were able to complete such a program with distinction.

To date, some 119 Renaissance Scholar Prizes have been awarded to graduating seniors, and USC today offers more than 150 undergraduate majors and some 150 academic and professional minors – the broadest selection of any U.S. university.

He also focused on changing USC from a commuter campus to a residential university, and has spearheaded the development of on-campus and close-to-campus housing as well as on-campus arts, cultural and athletic programming – all in support of his dream of giving students a small-college experience inside a large, urban research university.

The results of these and other changes have been dramatic in terms of demand:

- Over the past 19 years, the number of fall-semester applicants has more than tripled, from just over 10,000 to 36,000;
- USC now receives more than 12 applications for every opening in the freshman class;
- The university’s six-year graduation rate has risen from 58 percent to 88 percent;
- The average SAT scores of incoming freshmen have increased by more than 300 points; and
- The number of National Merit Scholars in the freshman class has grown from 33 to 232, placing USC among the top five universities in the country.

The Decade’s Hottest School

“Stanford. Duke. Northwestern. These are just some of the schools that counselors report USC will soon surpass as one of the most sought-after campuses in the country.”

Kathleen Kingsbury,

“Of all of USC’s initiatives during my tenure as president, I’m proudest of the Renaissance Scholars program and our emphasis on depth with breadth.”

STEVEN B. SAMPLE, Annual Address to the Faculty, Jan. 26, 2010

Skyrocketing Applications

1991 number of applicants: 10,400; today: 36,000

Multiple Academic Paths

“[Sample] had a tremendous effect on me before I even became a student at this university. I remember being a senior in high school, and one of the things that really jumped out at me about USC was its emphasis about pursuing multiple academic paths.”

Nick Hamada, Interfraternity Council president; senior majoring in international relations

Spoiled No More

“When Sample left the presidency of the University at Buffalo to come here, USC accepted 70 percent of all applicants. … Today, USC gets three times as many applicants as it used to and accepts only a third as many of those. The days of the party school in the bad neighborhood – the reputation the school used to have – are over.”

Susan Estrich, the Robert Kingsley Professor of Law and Political Science at USC

A Different Kind of Class

“At the heart of the university’s mission is the experience of the undergraduates. People are clamoring for admission, and the SAT scores have been transformed. It’s a different kind of class.”

Cornell University president emeritus Frank H. T. Rhodes, March 2001
“USC is evolving from a commuter campus to a residential university.... Our students are spending more time on campus, enjoying shows and concerts, lectures and athletic events, and simply hanging out together.”

STEVEN B. SAMPLE, USC Trojan Family Magazine, Summer 2006

Among Steven Sample’s achievements over the past 19 years is a phenomenal increase in funds raised to build endowment, develop academic programs and support campus improvements. At its conclusion in December 2002, USC’s Building on Excellence campaign had raised $2.85 billion – setting a fundraising record in American higher education. During Sample’s tenure, USC also became the only American university to have received five gifts of $100 million or more:

- $112.5 million from Alfred Mann to establish the Alfred E. Mann Institute for Biomedical Engineering;
- $110 million from the W. M. Keck Foundation to endow the Keck School of Medicine of USC;
- $120 million from the Annenberg Foundation to establish the USC Annenberg Center for Communication;
- $100 million from the Annenberg Foundation for the USC Annenberg School for Communication & Journalism; and
- $175 million from alumnus George Lucas and his Lucasfilm Foundation to endow the USC School of Cinematic Arts.

Overall, USC’s endowment grew from about $450 million to $3.5 billion (at its peak in October 2007, prior to the economic recession). Sponsored research by faculty grew from about $183 million to $464 million, funds available for undergraduate financial aid grew from $37.3 million to about $180 million, and annual voluntary contributions by faculty and staff grew from about $100,000 (United Way) to $1.2 million (Good Neighbors Campaign). Endowed chairs and professorships rose from 152 (from 1885 through March 1991) to 403 (April 1991 through March 2010).

Academic programs have been infused with new vitality and direction. Among the wide variety of institutes and centers expanded or initiated during Sample’s administration are the Casden Institute for the Study of the Jewish Role in American Life, Loker Hydrocarbon Research Institute, Lloyd Greif Center for Entrepreneurial Studies, Dornsife Imaging Center/Brain and Creativity Institute, Wrigley Institute for Environmental Studies and Robert Zemeckis Center for Digital Arts.

New research facilities that have transformed the Health Sciences campus include the Zilkha Neurogenetic Institute, Harlyne J. Norris Cancer Research Tower, and Broad CIRM Center for Regenerative Medicine and Stem Cell Research. On the University Park campus, improvements include Ray R. Irani Hall, housing research in molecular and computational biology, the cinematic arts complex and the soon-to-be-opened Ronald Tutor Campus Center, as well as McCarthy Quad, a landscaped green space between Leavey Library and Doheny Memorial Library.

“Making Medical School History

“One hundred and ten million dollars happens to be the largest commitment ever made to any medical school in the history of medicine. And that wouldn’t have happened had the Keck Foundation not looked very carefully at USC, its leadership, the leadership of its medical school and the needs of the community.”

Simon Ramo, W. M. Keck Foundation board member

“Resources for Faculty

1991 endowed faculty positions: 152; today: 403

“It’s nice to back a winner.”

FLORA L. THORNTON, on her $25 million gift to endow USC’s music school

Sample signing “topping out” beams for the new Ronald Tutor Campus Center

Campus pride: The Keck School of Medicine of USC

Highlights from a Transformative Presidency
“USC has the longest standing tradition of arts education in Southern California, and we are very excited to make this gift to continue the tradition of excellence.”

EDWARD P. ROSKI, JR., on endowing the Gayle Garner Roski School of Fine Arts

The courtyard of the new cinematic arts complex at USC, opened in 2009

Technological Collaboration

“Scientists and engineers who develop modern communication technology will work alongside social scientists, writers and artists who create the content of communication and manage its technology.”

Announcement of the 1993 gift creating the USC Annenberg Center for Communication

Making a Difference

“At a private institution like USC, you can make a difference. Here at USC, I can work to improve society as a whole by helping an effective school to become even more effective.”

USC Trustee Kenneth Leventhal, on his 1995 gift to support USC’s school of accounting

The Birth of a Passion

“I discovered my passion for film and making movies when I was a student at USC in the 1960s, and my experiences there shaped the rest of my career. I’m also an ardent advocate for education at all levels and encouraging young people to pursue their ambitions by learning. I’m very fortunate to be in a position to combine my two passions and to be able to help USC continue molding the futures of the moviemakers of tomorrow.”

George Lucas ’66

Nobel Prize-winner George Olah with Katherine B. Loker, founder of the Loker Hydrocarbon Institute

Resources for Faculty

1991 sponsored research by faculty: $183.3 million; today:

$464M

“The fact that more than half of our campaign money came from other universities’ alumni stunned our competitors nationwide.”


Fountains & Flourishes

USC’s first lady, Kathryn Brunkow Sample, has been a champion of campus beautification at USC, and understands the power of the built environment to affect people’s experiences and perceptions. She has advocated for architectural beauty and consistency that appeal both to new generations and to lifelong Trojans whose bonds to USC are inseparable from the physical spaces. Her desire to highlight and share USC’s architectural beauty has led to the publication of a book due out this summer – The Fountains and Flourishes of USC. Featuring a preface by Kathryn Sample and dozens of stunning photographs, the book offers a visual exploration of the 35 fountains on both campuses, as well as the grandeur, elegance, charm and whimsy of campus buildings and their embellishments.
Global Reach

USC’s global presence expanded exponentially under Steven Sample’s leadership, with new programs of research, study and service that span countries and continents. USC now has a worldwide alumni network, enrolls the largest number of international students of any U.S. university, and operates five international offices in Asia and one in Mexico City.

USC began opening the Asian offices in the 1990s to work with partners in education and research, in the corporate and NGO worlds, and in government agencies and international organizations. The international offices also help support a growing network of international alumni clubs.

Convinced of the importance of the Pacific region in the next century, Sample worked with the chancellors and presidents of various universities in countries ringing the Pacific Ocean – from Australia to Korea to Canada to Mexico – to establish the Association of Pacific Rim Universities (APRU) in 1997, and served as its founding chairman. APRU today is a consortium of 42 leading research universities dedicated to the economic, scientific and cultural advancement of the Pacific Rim.

Building upon this, Sample convened USC’s first international conference in Hong Kong in 2001 – followed by Shanghai in 2002, Seoul in 2004, Tokyo in 2007 and Taipei in 2009 – to bring USC’s leaders and international alumni together with other experts on key issues and challenges facing the Asia-Pacific region.

Sample also has celebrated USC’s role in helping shape Los Angeles as the de facto capital of the Pacific Rim, a claim he makes based on the city’s – and the university’s – strengths in business and commerce (in particular, global communications), creativity and intellectual capital, and ethnic diversity.

USC has created a global network of scholars and programs as well, particularly around the Pacific Rim. Among them are the USC Korean Studies Institute, established in 1995 to promote research and education related to Korea, and the USC U.S.-China Institute, established in 2006 to produce rigorous, policy-relevant social-science research focused on the contemporary U.S.-China relationship.

Global Foresight

“When he first took the board to Asia in the ’90s, I don’t believe at that time that anybody else, any other university, was even thinking about it. The fact that he brought non-Americans onto the board – which was at the time also something new – all those things are very foresighted. And nobody else did it. Steve did it.”

USC trustee Ronnie C. Chan ’76, “Steven B. Sample: Global Education Leadership Award,” 2009

“A Global University

International students at USC in 2009-10: 8,000

“Before Steve came here, being global meant pretty much that everybody came here. Now being global means that we reach out, we are there.”

Marilyn Flynn, dean, USC School of Social Work

Worldwide Alumni Network

“One of my favorite stories about the global influence of USC alumni comes from a meeting I had with the prime minister of Malaysia. After our one-hour meeting, I thanked him for being so generous with his time. He replied: ‘But Dr. Sample, of course I must be kind to the president of USC. After all, my government is riddled with these – what do you call them? – these Trojans!’ ”

Steven B. Sample, USC Trojan Family Magazine, Winter 2006

Living University

“The faculty have benefited from USC becoming ‘The Living University,’ with increasingly residential and vibrant campuses, deep engagement with the community, the region and the world, and a clear recognition of the need for greater sustainability in all we do.”

University Professor Alexander Capron, president, USC Academic Senate, 2009

A Leader of Leaders

“President Sample is a leader of leaders. He is an educational statesman.”


Highlights from a Transformative Presidency

International public policy graduates in 2009

Professor of international relations Steven Lamy
Pacific Vision
“Steve Sample had the idea and was a major leader among all of the presidents in American higher education to recognize the growing importance of the Pacific Rim. He led the effort to create linkages between American universities along the West Coast of our country to institutions and universities in Japan and China and Taiwan and Hong Kong and Australia. It was a remarkable achievement.” Molly Corbett Broad, president, American Council on Education, 2009

Global Presence
1991 number of international offices: zero; today: SIX

First Families of Troy
As USC’s 10th first lady, Kathryn Brunkow Sample has served the university in many capacities – as ambassador, advocate, supporter and senior adviser to the president. She and her husband travel extensively together on USC business, and she is the university’s official hostess, opening the doors of their home to some 2,500 guests each year.

But she has also focused on the family lives of USC’s presidents – both her own family’s life and that of the nine presidential families that preceded her. As part of USC’s 125th anniversary celebration, she conceived a plan to acknowledge the role of the presidents’ wives in the life of the university: Portraits of the university’s first ladies now are prominently displayed in Bovard Administration Building along with those of their husbands, and a book, USC’s First Ladies: A Trojan Family Album, offers a view of USC’s development through the lives and works of its presidential families. Pictured above, left to right: USC First Ladies Marilyn Zumberge, Kathryn Sample and Lucy Hubbard Haugh.

From the beginning of his administration, Steven Sample focused USC’s community-service efforts on five initiatives, with special emphasis on the neighborhoods in the immediate vicinity of the two campuses:
• Providing educational, cultural and developmental opportunities for the children living in the university’s immediate neighborhoods;
• Working with neighbors, city and county officials, and the Los Angeles Police Department to provide safer streets;
• Encouraging more entrepreneurs, and especially minority entrepreneurs, to establish businesses in the immediate vicinity of USC’s campuses;
• Encouraging more USC employees, and especially lower-paid long-term employees, to own and occupy housing in the neighborhoods surrounding the university’s campuses; and
• Preferentially employing at USC more persons who have lived in the neighborhoods surrounding the university’s campuses for the past five years.

In 1993, he announced the formation of a nonprofit corporation, USC Neighborhood Outreach, Inc., to receive funds raised to create university-community partnerships benefiting the local
community. The following year, he launched what is now the centerpiece of the university’s public-service efforts: the USC Good Neighbors Campaign. The campaign – which asks USC faculty and staff to contribute a portion of their paychecks to support programs that strengthen local communities – has raised more than $11 million since its founding in 1994, all of which has gone to support more than 365 community organizations partnering with USC to put children on the pathway to college, make streets safer for families, and provide activities and education to improve the health of those in the neighborhoods around USC’s campuses.

One of these partnerships, the USC Neighborhood Academic Initiative, is a rigorous, six-year pre-college enrichment program designed to prepare low-income neighborhood students for admission to the university. Those who complete the program and meet USC’s competitive admission requirements are rewarded with a full 4.5-year financial package.

Since the initiative enrolled its first scholars in the 1991-92 academic year, 99 percent of its graduates have been accepted into institutions of higher learning. About one-third of the scholars in each graduating class enters USC; others attend institutions such as Yale, MIT, Stanford, UCLA and Dartmouth.

"Regardless of where we live, every person who works at USC has a tremendous stake in the surrounding community – financially and morally."

STEVEN B. SAMPLE, 1992

Faculty and Staff Community Support
Donations to the USC Good Neighbors Campaign since 1994:

$11M

"The University of Southern California has been a point of convergence. I think that’s one of the brilliant points of the diamond of Steve Sample. In the role of an enabling institution, USC stands mightily."

REV. CECIL B. MURRAY, First African Methodist Episcopal Church (right)

A Strong Culture of Public Service
"USC has developed something for which other universities and colleges would give their right arm – a strong culture of public service among our undergraduates. Indeed, this culture of public service has become an integral part of undergraduate education at USC."

Steven B. Sample, Annual Address to the Faculty, January 2000

Neighborhood Initiatives
"Schools tend to push their pre-college programs to the kids who are getting the A’s and B’s. Our program wants those kids who may be highly motivated but have not realized their potential. They may be C-average [students], but their potential may be A’s and B’s."

Kim Thomas-Barrios, director of USC Neighborhood Academic Initiative

Changing Lives
Percentage of Neighborhood Academic Initiative graduates accepted into college:

99%

Safety for Kids
"Another child appears bewildered when asked by a reporter about his neighborhood’s safety. ‘Yeah, it’s safe here,’ he shrugs, perplexed by the strange question. ‘You’d better ask my mother about that. She’s in Kid Watch.’"

Gale Holland, "The Kids Are All Right," USC Trojan Family Magazine, Summer 2001

Enlightened Self-Interest
"More institutions might do well to emulate USC’s enlightened self-interest, for not only has the ‘hood dramatically improved, but so has the university."

Time/Princeton Review, in naming USC “College of the Year 2000"