



Hahn Plaza, the major pedestrian thoroughfare through the University Park Campus, received a dramatic makeover in 2011. A new fountain, red-brick walkways, and other flourishes gave the area the inviting visual signature of a European piazza in the Middle Ages. Today it serves as a symbol of the extensive beautification process of both USC campuses in the past five years.

Campus and Infrastructure

USC's Rapidly Changing Landscape



What would the ideal university of the 21st century look like? A few decades ago, futurists imagined gleaming silver structures filled with technology inspired by science fiction. More recently, some experts predicted that the learning process would soon be unplugged forever from a physical setting, and that many traditional campuses would be shuttered. In contrast, USC's vision was that the campus would remain core to the university's purposes and activities. "Technology will enhance, but not replace the traditional USC environment," President Nikias said.

Accordingly, its leadership intensified efforts to build a university that embodied what was both most majestically timeless and thrillingly current in higher education. The goal was to maintain and refine a local environment that promoted the most elevated levels of scholarship and research, social and cultural interaction, patient care, and community service. Such a place would meld the ideals of beauty, communal spirit, and functionality within its boundaries.

Over the past five years, USC has broken ground on, constructed, and dedicated a host of facilities on both its University Park and Health Sciences campuses, adding academic capacity as well as an inviting aesthetic. In addition to numerous new buildings, ongoing beautification efforts expanded lawns and green areas, making them more lush and warm, with more than 700 trees and shrubs planted. Some older facilities were replaced with improved, larger ones, adding architectural style as well as functionality. And vanguard technology was built into the new and old structures alike.

When the Ronald Tutor Campus Center opened in the fall of 2010, the 192,000-square-foot facility immediately became the social center of gravity for University Park, offering students, faculty, staff, and alumni spaces to congregate, dine, and learn. Its immense Trojan Family Room welcomes in grand style throngs of visitors, many of whom are prospective students exploring their interest in applying to the university. Like other USC buildings built in recent



years, the Tutor Center is faithful to the resplendent Romanesque design of the school's original master plan while offering its own modern updates and state-of-the-art technologies on the inside. In 2014, the Garage—the major hub for the new Jimmy Iovine and Andre Young Academy for Arts, Technology and the Business of Innovation—opened within the Tutor Center.

USC's School of Cinematic Arts first reached international fame in an era when it was housed in a humble set of army barracks. But its renowned alumni and supporters—especially *Star Wars* creator George Lucas—have in



USC's world-renowned School of Cinematic Arts operated out of humble wooden bungalows a few decades ago. After the completion of a three-phase expansion plan, it now boasts facilities that would be the envy of many major studios.



The Ronald Tutor Campus Center became a primary crossroads for the USC community upon its opening in 2010. The grand, 192,000-square-foot facility, named in honor of Trustee Ronald Tutor's lead gift, offers space for dining, socializing, and university events of every size and scale.

recent years invested hundreds of millions to ensure that future greatness would be achieved in the best possible conditions. In 2013, construction was completed on the final two-year phase of the school's immense, state-of-the-art complex on the north edge of campus. Its interactive cinematic technologies set a formidably high standard to which its peer schools can aspire.

That year also marked the opening of the 101,000-square-foot Engemann Student Health Center, which represented a major enhancement of healthcare services for students, staff, and faculty on the University Park Campus.

The fall of 2014 saw the opening of two structures of visionary style and scope. Dr. Verna and Peter Dauterive Hall debuted that September as a major home for USC's faculty and students in the social sciences and professions. At a luncheon commemorating the opening, then-Provost Elizabeth Garrett said that it would spur "collaborative and interdisciplinary research in the social sciences that requires expertise across many fields and connections to translate the work into society."

The facility was designed with large community spaces in order to encourage serendipitous encounters of experts in various fields. Benefactor and longtime trustee Verna Dauterive spoke of feeling "deeply humbled and very excited about the building," adding that she looked forward to "what will happen inside—gifted bright stars working together to change the world in



wonderful ways that will create brighter futures for all societies.”

A few weeks later, the university celebrated another milestone in the social sciences when it opened Wallis Annenberg Hall, a cutting-edge addition to USC’s Annenberg School for Communication and Journalism. “It started with the idea that the real future of journalism—the students here—should learn and train and innovate in the kind of 21st-century newsroom, the kind of interactive, multimedia incubator, that should be commonplace in 10 or 15



The new Wallis Annenberg Hall, seen here from the rear, was designed to offer numerous settings in which students and faculty could convene, plan, collaborate—and connect with the news of the world. Upon entering the structure, visitors are greeted by a state-of-the-art, 30-foot digital media wall showcasing student programming in real time.

Wallis Annenberg Hall will allow students and faculty to define the future of journalism for a new digital era. The 88,000-square-foot building, featuring a combination of classical and contemporary styles, opened its doors in 2014. It was made possible by a \$50 million gift from Trustee Wallis Annenberg.

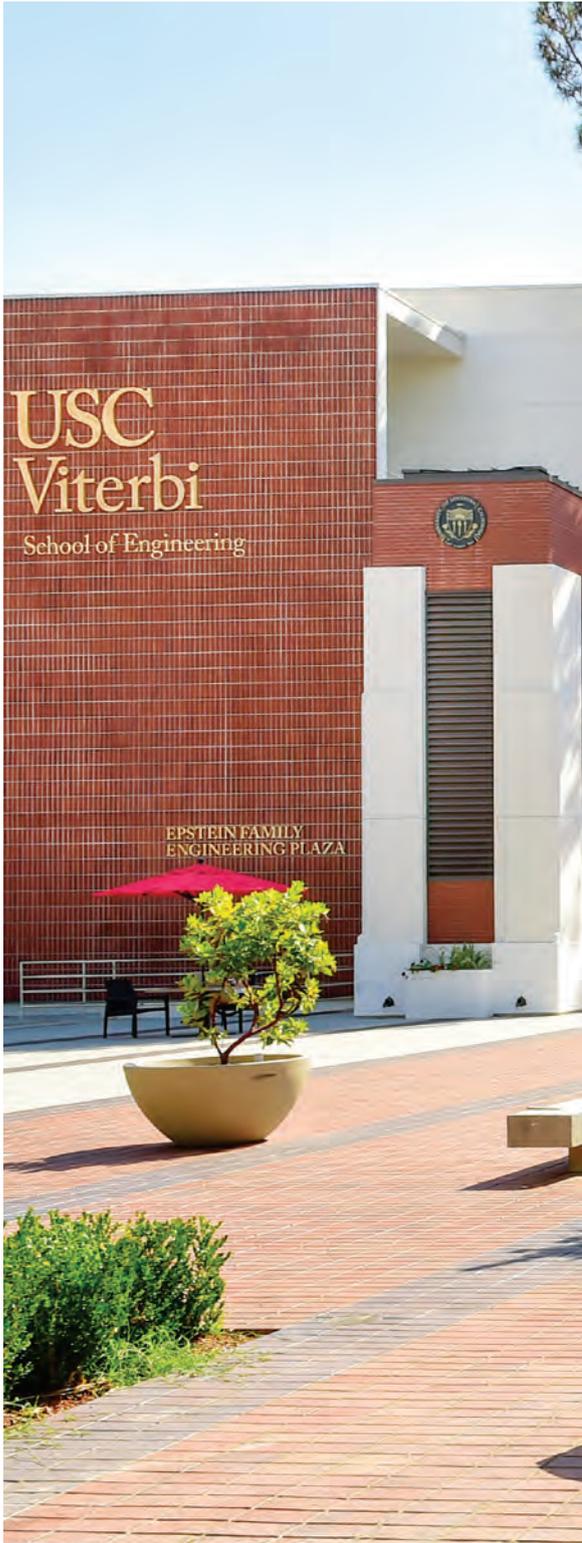
years,” Wallis Annenberg said at the dedication. President Nikias thanked her, USC’s longest-serving trustee, for four decades of leadership and generosity and for her latest effort to “forever give students access to a world of exciting possibilities, where they will create and convey timeless stories that connect and chronicle the human journey.”

In addition to these formal opening ceremonies, in 2014 USC also celebrated breaking ground on several important buildings on the University Park



TOP: USC's faculty and staff club was relocated to a majestic setting on the north edge of the University Park Campus. The new and expanded University Club at King Stoops Hall opened in the spring of 2012, following a half century at its former location near Town and Gown.

BOTTOM: The 101,000-square foot, state-of-the-art Engemann Student Health Center, made possible by a \$15 million gift from Trustee Michele Dedeaux Engemann and her husband, Roger Engemann, opened in 2013 on the University Park Campus. The facility, which represented a crucial upgrade for a growing student population, also serves faculty, staff, and community residents.



USC's engineering quad, or "E-quad" for short, received a face-lift in 2013, creating an improved convening place for numerous academic and social activities that resulted in what one student blogger described as her "new favorite study space."



Campus, as well as on USC Village, the biggest real estate development in the school's history.

Construction began in April 2014 on the USC Gloria Kaufman International Dance Center, headquarters for the university's sixth independent arts school, the new USC Kaufman School of Dance. The facility, scheduled to open its doors in 2016, includes top-flight performance spaces; a variety of studios, classrooms, and collaborative areas; and a dance wellness center.

Hundreds of supporters gathered that September to celebrate the formal groundbreaking for Jill and Frank Fertitta Hall, a major building that will



TOP: USC broke ground on the Michelson Center for Convergent Bioscience in 2014, with a target completion date of 2017. The facility will be the largest building on the University Park Campus. USC officials intend for it to serve as a hub for a regional biotechnology corridor.

BOTTOM: The 60,000-square-foot Glorya Kaufman International Dance Center, opening in 2016, will house USC's sixth independent arts school, the Glorya Kaufman School of Dance.

Towering above the main entrance of the University Park Campus at Exposition Boulevard and Figueroa Street, Jill and Frank Fertitta Hall will provide a home for students and programs at the USC Marshall School of Business. It will expand the school's undergraduate student capacity by nearly a third.



house and support undergraduate business education. This majestic, modern yet classic structure will stand as the de facto gateway to University Park, at the corner of Exposition Boulevard and Figueroa Street.

The following month, October 2014, construction began on the USC Michelson Center for Convergent Bioscience. When completed it will be the largest building on the University Park Campus, as well as the possible foundation for a future biomedical research corridor of massive scale.

Just as USC asserts that it has entrepreneurialism in its DNA, the physical growth of its infrastructure reflects a certain strategic resourcefulness. The vast and spacious Dauterive Hall had previously been the site of a modest, one-story structure housing the USC University Club. The club was relocated,



Construction began in 2014 on USC Village, the largest development project in the history of South Los Angeles. Above, a team studies construction plans, with the USC Caruso Catholic Center standing behind them, just to the east of the building site.

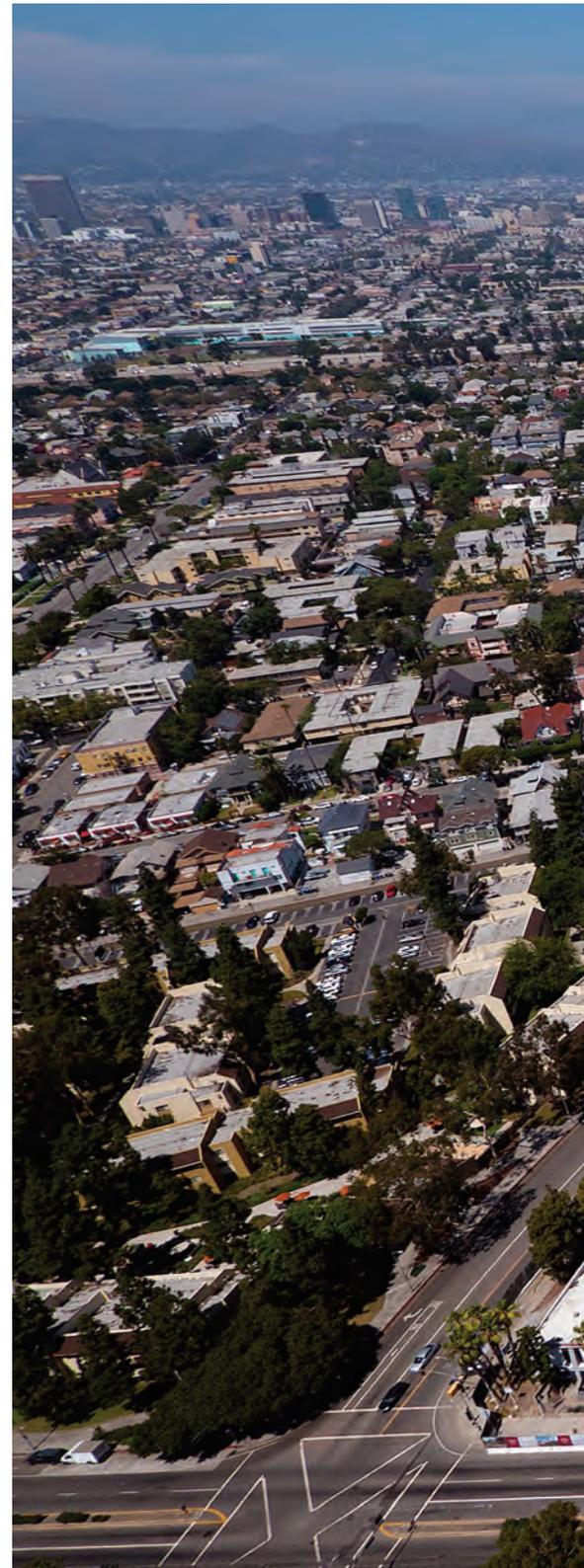
in 2012, to an underutilized space on the north edge of campus, in King Stoops Hall—where the larger venue became even more popular than its predecessor. Limited by necessity to about 230 acres, University Park nevertheless continues to grow in capacity, beauty, and even green space.

A Village Worthy of a Global Crossroads

In September 2014, the university joined with local and regional leaders and residents to celebrate the formal groundbreaking of USC Village, a \$650 million project that may be the largest such development to date in south Los Angeles. President Nikias declared that, when completed in 2017, it would serve as “an inviting new town square for all members of our community.” Speaking of its stately Romanesque design, he quipped that it would “instantly give our university and our city the distinguished appearance of a thousand years of history that we don’t yet have.”

USC Village will host nine residential colleges and add 2,700 beds for students, signaling that USC’s decades-long transformation into a fully residential university is nearing completion. It will also bring popular retailers into the neighborhood to serve the students and faculty.

The grand scope of USC Village was appropriate, Nikias said, because



When USC Village opens in 2017, it will add essential new services for the academic and local communities. It will also link University Park more closely to the vibrant and growing downtown Los Angeles area.



“our corner of Los Angeles isn’t just another city neighborhood. It is a unique microcosm of the diverse new global society that is coming into being. It fully deserves an unsurpassed gathering place like this, which breathes an air that is both classical and contemporary into our great city.”

A Medical Campus Makeover

The Health Sciences Campus had by 2010 increased its operations to draw a million visitors each year, and it would continue to grow, based on the

university's plans to continuously expand its medical and healthcare enterprise. In the fall of 2011, the 120,000-square-foot 2001 Soto Street Building opened, remedying a space shortage on the campus; three years later, a structure at 2011 Soto added another 284,000 square feet of room to grow. In 2013, a lead gift by the Kenneth T. and Eileen L. Norris Foundation made it possible to begin construction on the Norris Healthcare Consultation Center, an important addition to the USC Norris facilities. And work began on Stevens Hall, a new home for the renamed Mark and Mary Stevens Neuroimaging and Informatics Institute led by Arthur Toga and Paul Thompson.

In 2014, the university broke ground on a mixed-use hotel with 200 rooms, and on a project to house 450 medical and graduate students. Construction also began that year on the Malcolm and Barbara Currie Residence Hall, a crucial new housing unit for students in the health sciences.

USC officials determined that a beautification program of monumental scope was both deserved and required. "We want our Health Sciences Campus to be just as beautiful and admired as our University Park Campus," Nikias said. At the outset of his presidency, he had announced that a verdant, green pedestrian network would soon connect the buildings and courtyards, with tree-lined and well-lit streets. USC rapidly began moving unsightly power lines underground, enhancing signage, and improving the walkways traversed by visiting patients.

"It was Christopher Marlowe who first said that the face—the beauty—of Helen of Troy could set in motion a thousand ships," Nikias said, quoting the English poet. "If the new face of our City of Troy can bring in a few thousand new patients, we'll be very happy!"

Reinforcing the Walls of Troy

For decades, USC's intercollegiate athletic heritage had been of a far greater caliber than the facilities that served its student-athletes, coaches, staff, and tutors. Many of the buildings where athletic excellence was nurtured hadn't been upgraded in a generation. In recent years, university leaders have made a concerted effort to remedy this situation in short order.

A number of donors stepped up in 2011 to provide the bulk of the money needed to build the John McKay Center, which would serve all 21 sports. Upon opening in 2012, it drew national attention for quickly transforming



The Uytengsu Aquatics Center, upon its opening in 2014, gave USC a premier venue for its men's and women's intercollegiate swimming and diving teams and enhanced recreational and competitive opportunities for the larger academic community.



USC's athletic facilities from a liability to a considerable asset in recruiting the world's best student-athletes. In addition to offering such boons as tripling the weight-room facilities and providing the football team with an indoor field, the McKay Center became home to the Stevens Academic Center, with dramatically improved facilities for counseling, studying, and tutoring.

Donors also paved the way for major renovations of Heritage Hall, the "mecca" of USC athletics, as well as significant improvement to the Uytengsu Aquatics Center and the Marks Tennis Stadium; the creation of sand volleyball courts; and the expansion of the Howard Jones Football Practice Field.

Bulldozers, concrete-mixing trucks, and construction zones had been a fact of life for the USC community for years, if not decades—long seen as noisy



symbols of continual growth and improvement. But by 2015, the university's infrastructure was approaching a new level of development. It had become clear that many predictions had been wrong: The traditional college campus was not going to be replaced by technology anytime soon, and in fact, the best universities would develop ever-better physical spaces for research, teaching, culture, patient care, and social life. The changes at USC hinted strongly at what the future would look like at other premier universities.



Every day, Trojan student-athletes pass through the All-America Walk, where the words “A Sound Mind and a Sound Body” are inscribed in Greek. The inscription was Athletic Director Pat Haden’s tribute to Nikias’s heritage—as well as the president’s belief that this all-encompassing ideal of the ancient Greeks should guide USC’s student-athletes today.

Many of the key buildings housing USC’s legendary intercollegiate athletics program had not been updated or upgraded for decades. The opening in 2012 of the \$70 million John McKay Center marked a new era of rapid gains in providing state-of-the-art facilities for student-athlete training and academic support services.

New Infrastructure 2010–2015

More than two dozen major building projects have commenced at USC since 2010, transforming the landscapes of both the University Park Campus and the Health Sciences Campus.



OPENING 2017
USC Village
 1,200,000 square feet
 Groundbreaking 2014



Stevens Hall
 45,700 square feet
 Groundbreaking 2014



Michelson Center for Convergent Bioscience
 190,000 square feet
 Groundbreaking 2014



Marks Tennis Stadium
 25,000 square feet
 Groundbreaking 2015



OPENING 2016
Jill and Frank Fertitta Hall
 102,000 square feet
 Groundbreaking 2014



OPENED 2014
Wallis Annenberg Hall
 86,000 square feet
 Groundbreaking 2012



Gloria Kaufman International Dance Center
 60,000 square feet
 Groundbreaking 2014



Dr. Verna and Peter Dauterive Hall
 110,000 square feet
 Groundbreaking 2012



Norris Healthcare Consultation Center
 116,700 square feet
 Groundbreaking 2014



"The Garage," Iovine and Young Academy
 (at Tutor Campus Center)
 Established 2013



Malcolm and Barbara Currie Residence Hall
 264,000 square feet
 Groundbreaking 2014



Heritage Hall
 71,700 square feet
 Groundbreaking 2013



Uytengsu Aquatics Center
18,265 square feet
Groundbreaking 2013



OPENED 2012
University Club at King Stoops Hall
16,570 square feet
Groundbreaking 2011



IMAX Theater and Immersive Lab
(Addition, Robert Zemeckis Center for Digital Arts)
3,400 square feet
Groundbreaking 2013



John McKay Center
103,500 square feet
Groundbreaking 2011



OPENED 2013
Engemann Student Health Center
100,000 square feet
Groundbreaking 2011



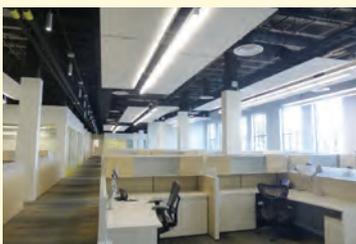
Brain and Creativity Institute
(Addition, Seeley G. Mudd Building)
12,000 square feet
Groundbreaking 2011



School of Cinematic Arts
62,500 square feet
Groundbreaking 2011



Hahn Plaza
Hardscaping and redesign
2013



2011 Soto Street Building
284,000 square feet
Groundbreaking 2012



OPENED 2011
2001 Soto Street Building
120,000 square feet
Groundbreaking 2010



Verdugo Hills Hospital
(Acquisition)
Acquired 2013



OPENED 2010
Ronald Tutor Campus Center
193,000 square feet
Groundbreaking 2008



Town and Gown
Interior redesign
2013



Eli and Edythe Broad Center for Regenerative Medicine and Stem Cell Research
80,000 square feet
Groundbreaking 2008