

The Sun Never Sets on the Trojan Family

The Globalization of USC's Mission

For several years, USC's scholarly community had seen its future as connected to the powerful forces of globalization. Many leading American universities felt a similar need to build an academic profile befitting the era, but USC's case was special. It could aspire to be the country's first truly global university.

In one long and seminal age of human development, advances in culture occurred predominantly around the Mediterranean Sea. For centuries during the next pivotal age, such advances arose around the vast Atlantic Ocean. And as the 20th century gave way to a new one, observers noted another "shift in gravity"—this time to the vast and sprawling Pacific Rim and its diverse, growing societies. And just as certain institutions were able to hold outsized influence during the Mediterranean and Atlantic eras, USC was in a position to do so in the emerging Pacific Rim era.

USC's ability to assimilate international students has been a natural part of its character from the beginning. It had students from Japan in its first graduating class in 1884. And it has long been home to more international alumni and scholars than any other American university—many of them current (or potential future) leaders of the Pacific Rim. Given the presence of 350,000 USC alumni living around the world, President Nikias often quips, "You can say the sun never sets on the Trojan Family!"

Additionally, Los Angeles has emerged as a meaningful microcosm of America's new global context. Other U.S. cities may enjoy similar ethnic diversity, but none offers the same particular blend of Pacific-based cultures, which makes for a vibrant environment for learning, exploration, and experimentation. As Nikias has said, USC benefited simply by being at the emerging center of action in a post-Atlantic world; but it profited even more from being poised to capitalize on that setting, and thus to help bring shape and order to the larger processes of globalization.





While leading a USC delegation to Israel in 2012, President Nikias and First Lady Niki C. Nikias lay a wreath in the Hall of Remembrance at the Yad Vashem museum during a memorial ceremony honoring those lost in the Holocaust.



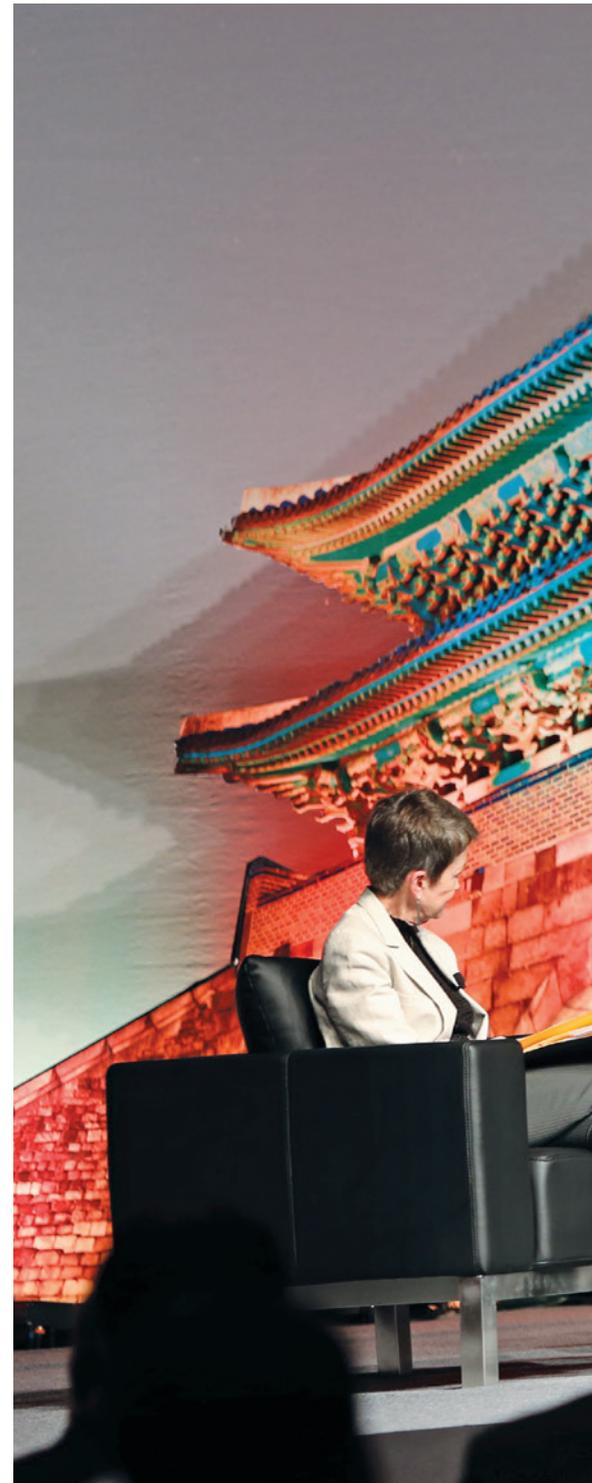
During USC's 2011 Global Conference in Hong Kong, President Nikias presents a gift and a USC letterman jacket to Pulitzer Prize-winning author Thomas Friedman, who served as the keynote speaker. They are flanked by then-Provost Elizabeth Garrett and Trustee Ronnie Chan.

“The 224 languages that are spoken in this city, and the 115 nations represented today on this campus, are distinctly representative of a new world that is tilted toward the civilizations of the Pacific,” Nikias said in his 2010 inaugural address. “This local microcosm of a new, global reality will help USC guide the tectonic shift that is already under way in this world.”

Nikias also noted that if you drew a line from Chicago down through Texas on a map, USC and Stanford were the only two large, private research institutions west of that line. He argued that in a world leaning toward the Pacific Rim, USC now had a special opportunity, and even responsibility, to shape the intellectual and cultural fabric of the emerging global context.

In his inaugural address, before an audience of thousands of guests and university stakeholders, Nikias proposed in soaring terms the upper limits of what they could achieve as a global university:

As our world today is shifting away from an Atlantic to a Pacific century, USC is better positioned than anyone else to lead this change: To become the intellectual and cultural and spiritual fabric of a world that is tied to the Age of the Pacific. To become the foremost laboratory of experimentation of “East-West” ideas, in scholarship and the arts and media and journalism and culture.



Cinematic Arts dean Elizabeth Daley, former California governor Arnold Schwarzenegger, and filmmaker Joo-ick Lee take part in a panel on trends in global entertainment during USC's 2013 Global Conference in Seoul, South Korea. The former governor, who chairs the Schwarzenegger Institute for State and Global Policy at USC, delivered the conference's keynote address.



To become the campus where the influencers of the Pacific age will be educated, shaped, and molded.

Nikias provocatively suggested that USC could hope to play a role analogous to the one Oxford University played in the Atlantic era, serving as an intellectual and cultural anchor for a world in flux.

Building Bridges Across Continents and Oceans

Toward the conclusion of Steven B. Sample's presidency in 2010, he and Nikias, then provost, led a delegation of USC officers and trustees across China to make academic inroads, establish research partnerships with leading



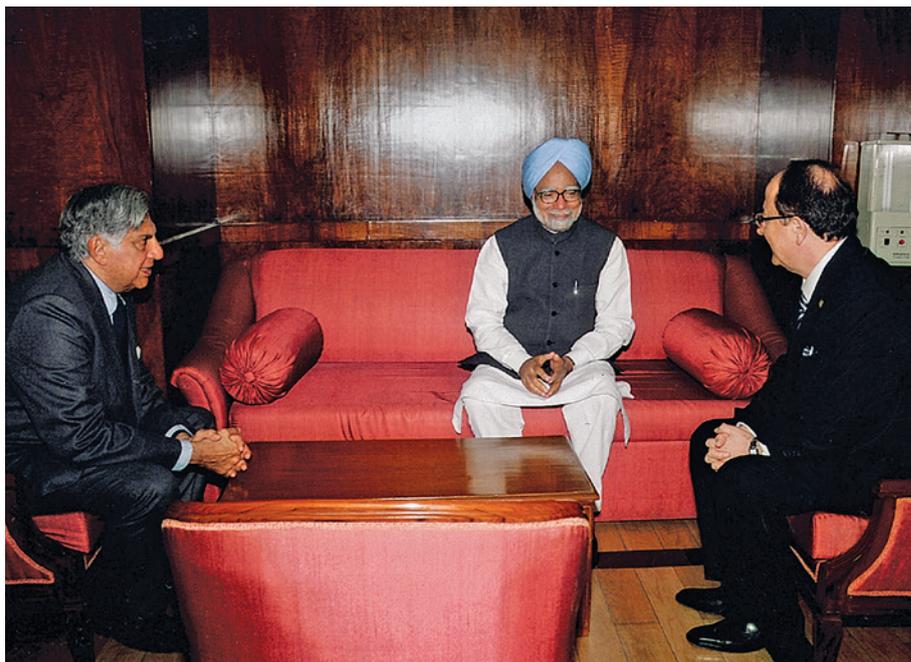
Chinese institutions, and help recruit the best students of that nation. Soon after Nikias became president later that year, he committed USC to actively explore and execute new international partnerships and student recruitment efforts on a regular basis, in order to cement the university's status as a hub and anchor institution for our times.

Accordingly, USC's academic leadership moved quickly to visit Asia's other emerging giant, India, in the spring of 2011. President Nikias, then Board of Trustees chair Edward P. Roski Jr., and Trustee David Dornsife, along with other leaders, top faculty, and their spouses, traveled to Bangalore, India's high-tech capital; New Delhi, its political capital; and Mumbai, its financial capital, where they dedicated an international office. This latest outpost was in addition to previously established Asian outposts in Hong Kong and Shanghai. The USC Viterbi School of Engineering also soon opened a permanent office in Bangalore.

The delegation was hosted by Ratan Tata, a key international member of USC's Board of Trustees and the longtime head of India's venerable Tata Group. In New Delhi, Nikias and Tata had a private audience with Manmohan Singh, then prime minister, who years earlier had been the key architect of India's astonishing economic rise. During the meeting, Singh, mindful that USC alone was host to a remarkable 2,000 of the total 100,000 Indian students

President Nikias gives Ratan Tata, head of the Tata Group, a personalized Trojan cricket jersey during an official USC delegation visit to India in 2011. Tata, a USC trustee, has been crucial to the university's efforts to collaborate with educational organizations across India. Seated on the right is Trustee Edward P. Roski Jr., who was then board chair.

Manmohan Singh (center), then prime minister of India, meets privately with Trustee Ratan Tata and President Nikias in New Delhi in 2011.



in America, told his Trojan guests, “Thank you for educating and looking after my people.”

While the university was building ties with academic, business, and government leaders in India, the regional press gave it extensive attention. In the *Education Mail of New Delhi*, a major feature story made Indian citizens more familiar with USC’s academic progress:

[USC is] one of the world’s leading private research universities, and is the most popular American university among Indian students....In the first-ever visit by a USC president to India, President C. L. Max Nikias came calling with a high-level delegation of USC deans. No less than Reliance Industries chair Mukesh Ambani threw a party for the delegation on their first day. The delegation was backed by USC trustee Ratan Tata, who also accompanied Nikias to meet Prime Minister Manmohan Singh.

The newspaper noted that Dean Varun Soni, who was part of the USC delegation, was an Indian-American with a Hindu and Buddhist background. “Soni created history in 2008 when he was appointed USC’s dean of religious life,” the *Mail* noted, “becoming the first Hindu and the first Indian ever to get such a post at a U.S. university. ‘This is the first generation that lists meaning as one of the things they are looking for in their career, and our programming addresses this,’ Soni said.”

The India visit represented an intentional acceleration of USC’s international activity. The number of global alliances and partnerships involving the university rose from about 148 in 2010 to 264 in 2015—a gain of more than 75 percent.

In 2012 a USC delegation led by Nikias and then-Provost Elizabeth Garrett visited Tel Aviv and Jerusalem, establishing academic partnerships



with a number of elite institutions, including the Technion-Israel Institute of Technology, Tel Aviv University, the Hebrew University of Jerusalem, and the Weizmann Institute of Science.

With USC trustee Alan Casden, President and Mrs. Nikias met with Shimon Peres, then Israel's president. And in a major event at the renowned Yad Vashem Holocaust History Museum, USC Shoah Foundation head Stephen D. Smith offered a presentation on the life-changing educational work that USC does through the foundation's Institute for Visual History and Education, and its treasure of 53,000 permanently archived, videotaped testimonies of Holocaust survivors.

Nikias views Latin America as an emerging region that rivals Asia in its future influence; he has noted that USC tripled the number of students from the area over the past several years and that more opportunity lies ahead. In 2013, he led a delegation of trustees and deans to Brazil, where they explored building academic partnerships, recruiting promising students, and raising support in Rio de Janeiro and São Paulo. USC officials also used the occasion to inaugurate an office in the latter city, which became the university's eighth permanent international post.

USC's leaders headed back to Asia in 2014, this time building ties in Singapore and Indonesia. Officials established partnerships with the National University of Singapore, one of the world's premier research institutions, as well as in medicine and business. They also traveled to the University of Indonesia and met with its leaders.

As the chair of the Association of Pacific Rim Universities in 2015, President Nikias presides over the organization's Annual Presidents Meeting in Osaka, Japan.

The USC president and first lady meet with Shimon Peres, then president of Israel, during a visit in 2012 by a delegation of university leaders to establish academic partnerships with leading institutions of that nation.



The delegation hosted a reception for Trojan parents and alumni in Singapore, as it often does on such trips, helping to connect them more deeply to the life of the university. The group also met with a number of local school headmasters to boost regional student recruitment. At the time of the trip, more than 80 students from Singapore and 161 from Indonesia were enrolled at USC, which reflected a 25 percent increase over the past five years. For the past half century, Indonesia has had a higher concentration of USC alumni among its society's leaders and influencers than nearly any other Asian nation.

Nikias also met with the leaders of the Association of Pacific Rim Universities, which is headquartered in Singapore. USC was a cofounding member of APRU, a Pacific Rim counterpart to the prestigious consortium of North American research universities known as the Association of American Universities. Later in 2014, at APRU's Annual Presidents Meeting in Canberra, Australia, Nikias was elected chair for a two-year term. In June 2015, he presided over one of the organization's most highly attended Presidents Meetings to date, in Osaka, Japan.

In the spring of 2015, USC officials flew to Mexico City, intent on making additional academic inroads there and, again, to pave the way for effective long-term recruiting of the region's best students. Among the highlights, USC and the Consejo Nacional de Ciencia y Tecnología (CONACYT)—Mexico's equivalent of the National Science Foundation—agreed to establish new funding for Mexican scholars, including 30 USC postdoctoral fellowships and five joint scholarships for students to pursue master's degrees at the Viterbi School of Engineering.

In Mexico City, Nikias honored José Antonio Meade Kuribreña, at that time the country's foreign secretary, with the inaugural Judge Widney Award. The accolade recognized Meade's leadership in establishing international



President and Mrs. Nikias meet with Mari Pangestu, the Indonesian minister of tourism and creative economy, during the 2014 delegation visit to Indonesia and Singapore. Pangestu, who is also a USC parent, spoke at an alumni reception in Jakarta.

educational diplomacy and building research partnerships between his country and the United States. Nikias also offered a keynote address at the Mexican Council of Foreign Relations on the subject of educational diplomacy.

Trojan Family Reunions—on a Global Scale

USC had, for years, hosted biannual Global Conferences in Asia, drawing together scholars, entrepreneurs, civic leaders, journalists, and policy makers to examine issues of mutual interest. The conferences increasingly drew hundreds of Trojan alumni and supporters from around the Pacific Rim, in addition to those from the United States who sought to build bridges to new opportunities in emerging economies.

The 2011 event, held in Hong Kong, became the most successful and well-attended USC Global Conference to date. Best-selling author and *New York Times* columnist Thomas Friedman keynoted the conference and met separately with USC leaders. The sold-out event drew 500 alumni from Indonesia, India, Sri Lanka, China, Japan, and across the region, allowing them to solidify a powerful international network.

In Nikias's inaugural address a year earlier, he had voiced an ambition to build special scholarship programs for students representing the various emerging Pacific societies and economies. "Let them take full advantage of a highly diverse environment they won't find anywhere else," he said, referring to USC's unique blend of the arts, humanities, and culture; science and technology; and the social sciences and professions. At the 2011 Global Conference, then-Provost Garrett was able to formally announce the International Artist Fellowship Program, which would bring some of the most promising talent to USC from around the world, particularly emphasizing Pacific Rim and Latin American nations.



During the 2015 Global Conference in Shanghai, President Nikias presents a Trojan letterman's jacket to keynote speaker Robert Iger, the CEO of Disney. Joining him onstage is Willow Bay, a veteran journalist and director of the USC School of Journalism.

Also coinciding with the conference, USC health and clinical leaders took a 10-day trip to explore healthcare delivery partnerships with top Chinese institutions. A number of USC schools went on to establish a major collaboration with partners at the renowned Shanghai Jiao Tong University the following year.

Seoul hosted the dynamic 2013 Global Conference, giving Trojans the ability to see up close the breathtaking rise of South Korea as an economic and cultural force. The keynote speaker was former California governor Arnold Schwarzenegger, who is a Governor Downey Professor and chair of the Schwarzenegger Institute for State and Global Policy at USC.

The 2015 Global Conference was held in Shanghai. It focused on innovations for a changing world, offering attendees a rare advance glimpse of where the greatest future opportunities would lie in business, science, health, technology, arts, and entertainment—and showcasing cutting-edge work by USC faculty in those areas. Disney CEO Robert Iger served as the conference's keynote speaker.

Furthering Global Conversation

In 2012, the year between USC's regular biennial Global Conferences, then-Provost Garrett hosted the university's first Global Conversation in London. Unlike the established conferences in Asia, Global Conversations were shorter



events that gave Trojan Family members the ability to expand their networks in the capitals of the Atlantic region. Serving as the keynote speaker was the Right Honourable Jack Straw, a member of Parliament and the former home secretary, foreign secretary, and leader of the House of Commons under British prime minister Tony Blair.

New York City was the site for the 2014 Global Conversation, which helped showcase, to an East Coast audience, USC's most advanced work in pivotal fields such as digital media, immersive and virtual reality, and bioengineering. Music and digital industry legend Jimmy Iovine, who had a year earlier co-established USC's Jimmy Iovine and Andre Young Academy for Arts, Technology and the Business of Innovation, was the keynote speaker.

A Global—Yet Local—University

USC applied a particular method and discipline to its globalization efforts. While schools such as New York University were franchising their undergraduate programs in the Middle East, Asia, and other locations, USC was determined to avoid the satellite model, because its leadership believed that its Los Angeles campuses represented a mix of culture, energy, and opportunity that could not be replicated elsewhere.

However, while maintaining its core educational values, USC was still

Students in the World Bachelor in Business program, a unique multi-continental program founded in 2013, give the “Fight On” sign. Participants in this highly competitive program spend an academic year in Los Angeles, Milan, and Hong Kong in order to gain insights into a rapidly globalizing economy.

eager to experiment with inventive approaches to global education. In one major development, the USC Marshall School created a first-of-its-kind World Bachelor in Business (WBB) degree program. Its multi-continental curriculum connected elite business schools in three global cities—an alliance between USC, Hong Kong University of Science and Technology, and Bocconi University in Milan, Italy.

More than 400 applicants compete for the program's 40 spaces each year. In his regular column for *Bloomberg Business*, USC's renowned leadership expert Warren Bennis called the WBB program a true passport to the world. "Innovative is too bland a word," he wrote, "for what I consider an inspiring and unique breakthrough: the reframing of undergraduate business education with far-reaching and profound consequences."

The WBB partnership was just one way in which USC offered a unique, top-flight overseas study experience for students eager to gain a global perspective. In 2014, the university also partnered with a consortium of schools, including Cornell, Princeton, and the University of Hong Kong, to build a highly competitive program that sends undergraduates to study and work in a variety of dynamic East Asian cities.

Ultimately, USC's academic leadership charged every one of its schools to seek out international partnerships in education and scholarship, with a particular emphasis on emerging economies that could add considerable value to the Trojan student experience.

USC International Academy

As a way to augment its international recruitment, in 2013 the university established the USC International Academy. The program was designed by Vice President Anthony Bailey and others to ensure that the world's brightest non-English-speaking students were able to benefit from a USC education. It represented a merger and significant expansion of existing units, including the USC American Language Institute and USC Language Academy.

The initiative offered talented students conditional admission to various master's programs at USC, which they could enter upon successful completion of the International Academy. In its first year, it drew 1,100 students, more than double the number previously enrolled in its predecessor components.



In Mexico City in 2015, President Nikias and María Dolores Sánchez Soler of Consejo Nacional de Ciencia y Tecnología (CONACYT)—that nation’s equivalent of the National Science Foundation—formalize an agreement to establish postdoctoral fellowships for Mexican scholars to study at USC.

Global University Governance

A global university needs leadership of a global scope. Years earlier, USC had become one of the first major American universities to elect foreign nationals to its governing board. This illustrious group included Ratan Tata, head of India’s vast Tata Group; Ronnie Chan, chair of Hang Lung Group Limited and its subsidiary, Hang Lung Properties; Toshiaki Ogasawara, chair and publisher of *The Japan Times*, Japan’s oldest English-language newspaper; and Y. H. Cho, chair and CEO of Korean Air and a founding member of SkyTeam, one of the world’s fastest-growing airline alliances.

Since 2011, USC has added a number of key trustees from the world capitals where it aspires to be a growing academic force.

Chengyu Fu, a longtime leader of the Beijing-based China National Offshore Oil Corp. and former chair of Asia’s largest refiner, Sinopec Group, was elected to the Board of Trustees in the fall of 2011, giving USC crucial representation within the corridors of what was becoming the world’s largest economy. Fu, who holds a USC master’s degree in petroleum engineering, was listed by *Harvard Business Review* as one of the 50 “Best-Performing CEOs in the World” in 2010.

The next year, Daniel M. Tsai, chair of Fubon Financial, Taiwan’s second largest financial services group, joined the Board of Trustees. Over the last half century, Fubon Financial has evolved from a property-and-casualty-insurance provider into a giant of the banking, securities, life insurance, and asset-management business.

The board welcomed Dominic Ng, chair and CEO of East West Bank, to its ranks in 2014. Born and raised in Hong Kong, Ng had served on the university’s President’s Leadership Council since 2013 and has been a tireless supporter of the USC Pacific Asia Museum. He has been named one of



President Nikias signs a memorandum of understanding with Edson Aparecido, chief secretary of the government of São Paulo, during a USC delegation visit to Brazil in 2013.

“25 Notable Chinese-Americans” by *Forbes*, one of the “100 Most Influential People in L.A.” by the *Los Angeles Times*, and “Business Person of the Year” by the *Los Angeles Business Journal*.

At this moment in history, the need for genuinely global research universities is greater than ever before, due to rapid societal and technological changes. In a globalized age, such institutions can guide debates about public policy, generate economic value, and explore old problems from new vantage points. But equally crucial is the need for any student graduating in the coming years to be prepared for a world in which both competition and opportunity lie in far-flung places that had been less relevant to the goals and successes of previous generations. By 2015, USC had gone a considerable way toward becoming a model for such a university. But its progress only hinted at the deeper cross-continental educational connections that could and would be created with sustained effort.