



April 11, 2019

Dear USC Community,

Thank you for welcoming me so warmly over the past few weeks, and for making me feel part of the Trojan Family.

My first visit as president-elect was busy, fun, and very informative. I enjoyed the opportunity to spend time on both lovely campuses, visiting with the Academic Senate, the Staff Assembly, the Academic Deans, the chairs of the clinical departments, and with groups of student leaders, faculty, staff, and alumni.

I also spoke with the coaches and Athletics Department staff, and was on the sidelines for two Trojan victories, one in women's lacrosse and the other in men's volleyball. I listened in on a very moving town hall meeting. And I was entertained by several delightful performances by students from the Thornton School of Music and Kaufman School of Dance.

At City Hall Mayor Eric Garcetti and several Los Angeles City Council members took time to chat with me. I had the chance to converse with other community leaders too, and came away both inspired and impressed by the deep connections and hopes for the future that USC shares with its Los Angeles neighbors.

Finally, I participated in the USC Board of Trustees's annual conference, where we discussed critical governance issues. The Trustees have high expectations and a clear grasp of our university's strengths, opportunities, and challenges. It was a pleasure to join them in planning for our future.

In the coming months, Interim President Austin and I will be working closely with the USC community across both campuses to ensure a smooth transition. I look forward to the coming year, and beyond, with enthusiasm and confidence. Your dedication to and passion for USC is contagious. I am hearing your commitment to integrity and excellence in all we do, as well as your determination and your excitement about what lies ahead. On July 1 I'll be able to roll up my sleeves and get to work with you.

Finally, to the class of 2019, congratulations on your upcoming graduation. And to Trojans everywhere, *Fight On!*

Sincerely,

A handwritten signature in black ink that reads "Carol L. Folt".

Carol L. Folt
President-elect