

MEMORANDUM

To: Members of the USC Trojan Family

From: C. L. Max Nikias, President-elect



Date: July 20, 2010

Subject: USC Athletic Department

Office of the Provost

C. L. Max Nikias
Executive Vice President
and Provost

Malcolm R. Currie Chair
in Technology and
the Humanities

After assuming the presidency on August 3, 2010, I will announce a number of changes and new appointments intended to optimize university-wide academic and administrative operations. I would like to first share news regarding changes within the structure of our intercollegiate student-athlete program.

Since USC's earliest days, the student-athlete experience has served as the glue that binds our worldwide, multi-generational Trojan Family. Indeed, the Trojan athletic heritage symbolizes the very energy, optimism, and determination that have fueled this university's historic academic progress in recent decades. We are determined to strengthen this athletic heritage. USC, which experiences both the opportunities and challenges involved with a high-profile athletics program at a global hub, will seek to excel in the coming years in a manner that is consistent with the highest values of the academy.

After **Mike Garrett's** 17 years of valued service as director of athletics, and as a new administration prepares to take office on August 3, 2010, the opportunity has arisen to bring new leadership to the athletic department. I thank Mr. Garrett, USC's first Heisman Trophy winner and a tireless advocate of USC athletics, for his work on behalf of our Trojan Family.

I am very pleased to announce that **Patrick C. Haden** has accepted my offer to become USC's next athletic director, effective August 3. In order to assume his new responsibilities, Mr. Haden has resigned from his post as a member of the USC Board of Trustees, which he joined in 1991, and will report directly to me.

Mr. Haden is a Rhodes Scholar, an acclaimed civic and business leader and a national media figure. He graduated *magna cum laude* and Phi Beta Kappa from USC and was a two-time Academic All-American in football. While many around the country are aware of his prominent role as quarterback and team leader during one of USC's golden eras of athletic achievement, he has played an equally significant leadership role during the university's greatest era of academic growth. As the longtime chairman of the Trustees' Academic Affairs and Student Affairs committees, Mr. Haden was a key adviser to two USC provosts, working closely with them on all aspects of the university's teaching and research mission. For more

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than 20 years, Mr. Haden has been a general partner of Riordan, Lewis & Haden, a private equity firm which invests in high-growth middle market companies. In that capacity, he has played an important role in the development of a number of privately held and publicly traded portfolio companies. In addition, this highly active community leader serves on many nonprofit boards, including those of the Rose Hills Foundation and the Fletcher Jones Foundation, both of which support colleges and universities in California. In recent years, he also has chaired the fundraising initiative of USC's College of Letters, Arts and Sciences.

Mr. Haden will receive a joint faculty appointment in the USC Marshall School of Business and the USC Annenberg School for Communication and Journalism. He will work with faculty to design new curricula in areas such as sports business and sports journalism, and will be available to lecture and teach courses.

Also effective August 3, **David M. Roberts** will join USC as **vice president for athletic compliance**. In this crucial coordinating and oversight role, he will report to **Todd Dickey**, senior vice president for administration. I believe this is the first position of its kind in the nation, and it is a welcome addition to USC's administration, given our aspirations in intercollegiate athletics. Mr. Roberts, who earned Kodak Small College All-America honors while captaining the 1972 University of California at Davis football team, has three decades of experience in complex commercial litigation. He has argued cases before the California Supreme Court, the Ninth Circuit Court of Appeals and California Court of Appeal, and has served as an arbitrator and mediator. He is the managing partner of Roberts, Raspe & Blanton LLP, which he co-founded in 1999. He previously was a partner of Paul, Hastings, Janofsky and Walker LLP, where he had practiced since 1977 and where he served on the firm's executive committee.

Ellen Ferris, USC's associate provost for athletic compliance, is being promoted to **associate vice president for athletic compliance**, reporting to Mr. Roberts. She and Mr. Roberts will work closely with the athletic director and Heritage Hall. Total staffing for the athletic compliance office will reach nine persons by the end of August, including Mr. Roberts in his oversight capacity. With this increased size and new leadership, it is my belief that the USC athletic compliance office will be one of the preeminent compliance teams in the nation.

There will be a close collaboration among the athletic compliance office, the athletic department, and the provost's office. Mr. Haden has invited Mr. Roberts to be an active participant in his weekly athletic department cabinet meetings. And the provost's office will continue to monitor closely the academic performance and coursework of every student athlete, as well as admissions policies for athletic scholarships.

Professor **Clare Pastore** of the USC Gould School of Law was appointed on July 1, 2010 to serve as USC's **faculty athletic representative** (FAR), reporting directly to the president in that capacity. Professor Pastore is an acclaimed legal expert specializing in civil procedure,

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professional responsibility, and administrative law. A leading member of the California public interest community, Professor Pastore was selected as a Wasserstein Fellow by Harvard Law School in 2005 as part of its program recognizing outstanding public interest lawyers. She played field hockey as an undergraduate at Colgate University, captaining her team as a senior.

As you know, the university recently retained the services of **The Freeh Group International** to assist in our athletic compliance efforts. I am pleased to report that the Freeh Group's role at USC has been expanded to include a thorough assessment of the student-athlete culture at USC.

The Freeh Group team will be led by **Louis J. Freeh**, the distinguished former federal judge and Federal Bureau of Investigation director. He served as FBI director from 1993 to 2001 and served as a United States district court judge for the southern district of New York from 1991 to 1993.

The Freeh Group team will also include:

- **Omar Y. McNeill**, the group's partner and general counsel. Mr. McNeill previously served as the Bank of America Global Card Services Legal Executive, providing strategic guidance to the business' senior leadership team on myriad matters impacting the company's operations in the United States and abroad.
- **David P. Roselle**, the former president of the University of Kentucky. When the University of Kentucky faced controversy in 1988 involving the men's basketball team, Dr. Roselle drew praise for decisive action.
- **Amy Chisholm**, the former assistant athletic director of compliance at the University of Georgia, in Athens, Georgia.

This team will assess the current athletic department programs and processes. By the end of September, the Freeh Group will provide recommendations for changes to enhance our athletics environment operations. This will also include recommendations related to ensuring compliance with USC, Pacific 10, and NCAA rules with respect to high-profile student athletes. The group will provide a detailed plan for implementing those changes that enhance the compliance environment. The USC administration will consider the plan seriously and will ask the Freeh Group for its assistance in implementation.

Judge Freeh's group will also serve as an adviser to the administration to help ensure that USC maintains the best possible athletic department and athletic compliance offices and programs—mirroring the university's commitment to being the best possible teaching and research institution.

As I assume the office of the USC President, I would especially like to recognize and thank Mike Garrett again for his service to the university for the past 17 years as athletic director. Anyone who knows Mike Garrett is aware that no one has been more passionate about the Trojan Family and our storied Trojan athletic heritage. As athletic director since January 1993, he oversaw 19

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men's and women's athletic teams. During his tenure, he recruited outstanding coaches to USC, and the university won almost two dozen national championships in men's water polo, tennis, football, and baseball and in women's volleyball, water polo, golf, track and field, swimming and diving, and soccer.

Mr. Garrett has been one of USC's most recognized alumni, a dedicated student-athlete who came to USC from Roosevelt High School in East Los Angeles and, in 1965, became USC's first Heisman Trophy winner. He earned induction into the National Football Foundation's College Football Hall of Fame in 1985. As athletic director, he has worked closely with our student athletes—counseling, mentoring, and encouraging them to get a first-rate education and to prepare for life after athletic competition. Under his leadership, USC raised \$375 million in gifts and donations for USC athletics. And USC's long-awaited basketball and multipurpose arena, the state-of-the-art Galen Center, was brought to fruition under Mr. Garrett. He will always be held in the highest esteem by all Trojans, not only for his exploits on the playing field, but as a leader, mentor, teacher, and a driving force behind USC's student-athletes.

The Trojan Family honors and respects the USC sporting careers of those persons whose actions did not compromise their athletic program or the opportunities of future USC student-athletes. Accordingly, I have instructed the senior vice president for administration to remove athletic jerseys and murals displayed in recognition of O.J. Mayo and Reggie Bush by mid-August—before the incoming class of students moves on campus—from Heritage Hall, the Galen Center, and the Los Angeles Memorial Coliseum. The university will also return Mr. Bush's 2005 Heisman Trophy to the Heisman Trophy Trust in August.

USC will move forward, guided by the best within our athletic and academic heritage. And we have much to look forward to in the coming years. I hope you will join me in welcoming Pat Haden back to Heritage Hall in his new capacity, thanking Dave Roberts, Ellen Ferris, and Clare Pastore for assuming new leadership roles here, and thanking Mike Garrett for his long and storied service to the university.

Our Trojan student-athletes are indeed students first and foremost; thus the USC experience must ensure that they are nourished by and beholden to the noblest values of the academy and of society. And USC's athletics program, embodying our shared values and ideals, will continue to serve as the force binding this worldwide Trojan Family.

cc: Edward P. Roski Jr, chairman, USC Board of Trustees
Members, USC Board of Trustees

Attachment: Biographies

