



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,

