



**MEMORANDUM**

**To:** Members of the USC Trojan Family  
**From:** C. L. Max Nikias *C. L. Nikias*  
**Date:** April 13, 2016  
**Subject:** Appointment of New USC Athletic Director

I am very pleased to announce that **Lynn Swann** has accepted my offer to become USC's next athletic director, effective July 1, 2016. To his new role, Mr. Swann will bring the heart and soul of a Trojan.

For Mr. Swann, this appointment represents a homecoming of sorts. He first arrived on our campuses as a student-athlete in 1970, and has since distinguished himself as a legend in Trojan and NFL football, a highly regarded international media broadcaster, an extraordinarily effective leader, and a deeply committed civic figure. The Most Valuable Player of Super Bowl X, Mr. Swann is already well known to the Trojan Family, as well as to individuals around the world, and I am confident he will bring charismatic, dynamic leadership to this exceptionally consequential role at USC.

Indeed, athletics has long been the glue that binds our worldwide Trojan Family. As our university has risen so far and so fast academically, our student-athletes have given a particularly passionate voice to our pride, inspiring us to cheer with even more heart for our university and its community. Without question, we are an institution that combines academic excellence with athletic excellence, embraces the noblest ideals of the ancient Olympians, and draws on the spirit of athletics to advance our ambitions. Mr. Swann shares our profound dedication to these pursuits, and under his leadership, Trojan athletics will play an even greater role in redefining and improving the student-athlete experience.

Over the decades, USC has produced so many champions in intercollegiate athletics—as well as some of the most celebrated Olympians of all time—and, with renewed vigor, we will seek to bring our experience, expertise, and sheer love for intercollegiate athletics to important national conversations and reforms, particularly through our leadership in the Pac-12, National Collegiate Athletic Association (NCAA), the College Football Playoff (CFP) association, and the Olympic movement.

Mr. Swann earned his bachelor's degree in public relations from our Annenberg School for Communication and Journalism. While pursuing academics at USC, he excelled on the football field, playing on two Rose Bowl teams and a National Championship team in 1972. He was team captain, most valuable player, and an All-American in 1973.

His collegiate success led to a storied career in professional football. In 1974, Mr. Swann was drafted in the first round by the Pittsburgh Steelers, and quickly became a cornerstone of the Steelers' dynasty, winning four Super Bowls and playing in three Pro Bowls. In 2001, he was inducted into the Pro Football Hall of Fame.

Mr. Swann drew on these successes to distinguish himself as an acclaimed leader in both the civic and corporate spheres. He served as president of the national board of Big Brothers Big Sisters of America (BBBSA), an organization with which he has been active for more than 30 years. As president, he managed more than 300 agencies across the United States, and helped establish the organization as the premier mentoring group in the nation, drawing on the results of a scientific study.

In 2006, Mr. Swann oversaw his Pennsylvania gubernatorial campaign—a campaign that drew significant praise for its organization and focus, as he attempted to become the first African-American governor in that state's history. He has further sharpened his governance experience in the boardroom as a director of a range of international companies, with previous service on the boards of The H. J. Heinz Company, Wyndham Hotels and Resorts, and Hershey Entertainment and Resorts. Effective July 1, however, he intends to only serve on the Fluor Corporation Board and the board of the non-profit PGA of America, until November 2016, when his term with that organization ends.

In addition to these singular accomplishments, Mr. Swann established himself as a globally admired media commentator. Since 1976, he has worked for ABC, serving as a host, reporter, and analyst for a wide range of events, including the 1984 Summer Olympics, 1988 Winter Olympics, the International Diving Championships, College and Monday Night Football, the Kentucky Derby, Preakness and Belmont Stakes, the Irish Derby, and *Wide World of Sports*. The scope of these commitments reflects the breadth of his sports knowledge.

Mr. Swann, additionally, has emerged as a charismatic motivational speaker, offering an inspiring voice on the importance of assuming responsibility, strong leadership, and maximizing opportunities. He speaks to a wide range of audiences across the country. Recognizing Mr. Swann's deftness as a leader, President George W. Bush appointed him as chair of the President's Council on Physical Fitness and Sports.

In concert with his civic engagement and corporate governance responsibilities, Mr. Swann stands as a visionary philanthropist, and has raised money to provide scholarships for the Pittsburgh Ballet. His involvement with dance dates back to age eight, when his mother enrolled him in a dance class—a decision that would lay the foundation for the extraordinary coordination, physical precision, and keen sense of balance that would become hallmarks of his illustrious career as a wide receiver.

Before coming to USC as a student-athlete, Mr. Swann—who was born in the foothills of the Great Smoky Mountains, near Knoxville, Tennessee—attended Junipero Serra High School in San Mateo, California, where he was named an All-American High School Football player. During this time, he also excelled in track and field, with notable success in the long jump at the state level.

Mr. Swann has received numerous accolades throughout his career, including induction into the National Football Foundation's College Football Hall of Fame and the Senior Bowl Hall of Fame. In 1997, he received the Walter Camp Football Foundation Man of the Year Award, and in 2000, the

Pop Warner Little Scholars Tomlin Award and the Pittsburgh YMCA Man of the Year Award. Mr. Swann was voted NFL Man of the Year in 1981, and inducted into the Rose Bowl Hall of Fame and the Bowling Hall of Fame.

Mr. Swann's appointment came about only with the help of so many dedicated persons, and I wish to take this opportunity to acknowledge Mr. Nicholas Brill of Brill Neumann Associates for the outstanding work he and his colleagues did throughout the search process. Thanks to their efforts, we considered more than 200 candidates for this position, and the pool was exceptionally diverse and highly qualified.

I also wish to thank the members of my senior leadership team for their assistance during the interview process. I would also like to extend my gratitude to the many members of the Trojan Family who reached out to me—I received several hundred letters!—expressing their heartfelt passion for USC athletics, and offering their frank advice regarding its future. And once again, I wish to thank Pat Haden for his stellar leadership as athletic director over the last five and a-half years. The Trojan Family will be forever grateful for his stewarding USC athletics through some of its most challenging times.

My wife Niki and I ask that the entire Trojan Family join us in welcoming Lynn Swann back to the University of Southern California, along with his wife Dr. Charena Swann, and their two sons, Braxton (who will join us this fall as a freshman) and Shafer (who is currently a student at West Point). We all look forward to taking Trojan athletics—indeed, our entire university—to even greater heights. Fight On!

cc: USC Board of Trustees  
Michael Quick  
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