

**September 18, 2011**



An Interview With:

**JOHN SWOFFORD  
MARK NORDENBERG  
NANCY CANTOR  
STEVE PEDERSON  
DARYL GROSS**

AMY YAKOLA: Good morning, and thank you for joining us. At this time I would like to turn it over to ACC Commissioner John Swofford.

JOHN SWOFFORD: Thank you. First of all, let me thank you all for being with us on a Sunday morning for this announcement. The ACC's Council of Presidents has unanimously voted to accept the applications of the University of Pittsburgh and Syracuse University as the newest members of our conference. Our culture has long enjoyed a rich tradition of balancing academics and athletics, and the addition of Pitt and Syracuse further strengthens our league. In addition, both universities will enhance the ACC's reach into the states of New York and Pennsylvania and geographically bridges our footprint between Maryland and Massachusetts. With the addition of these two schools, the ACC will cover virtually the entire eastern seaboard of the United States.

Academically the University of Pittsburgh and Syracuse University are both considered exceptional institutions of higher learning. In terms of athletics, both have outstanding programs with great tradition and success, including National Championships in football, men's basketball, lacrosse and cross country.

The ACC's Council of Presidents under the leadership of this year's chair, Dr. Richard Brodhead, President of Duke University, has done a terrific job throughout this process, and I would like to thank them for their professionalism and strategic diligence in getting us to this point today. I'd also like to thank the ACC's membership committee, our 4-4-4 committee, which has been made up of four of

the presidents, four athletic directors, and four faculty representatives.

Our Council of Presidents is committed to keeping the Atlantic Coast Conference a vibrant and competitive entity committed to excellence in both academics and athletics. We are constantly evaluating the competitive landscape to ensure the conference's viability for many years to come, and this, we believe, has staying power.

Again, let me say how pleased we are to have Pitt and Syracuse join the Atlantic Coast Conference. This is indeed a monumental day in the history of our league.

AMY YAKOLA: We will now take opening comments from Mark Nordenberg, Chancellor, University of Pittsburgh.

MARK NORDENBERG: Thank you, Amy. That is a great day for the University of Pittsburgh. Let me begin then by thanking Commissioner Swofford, Duke University President Richard Brodhead, who chairs the ACC Council of Presidents, the other members of that council, the 4-4-4 committee, the ACC athletic directors, and everyone else who has made this day possible. We were flattered by the ACC's interest in us. We're grateful to receive the invitation to join this very special conference and feel privileged to be moving forward in your company.

While this is a day to be looking forward, I also need to take at least one look back. The BIG EAST has been Pitt's conference home for nearly 30 years. It has been a good home that we will leave with many fond memories and many strong friendships. I want to thank in particular John Marinatto, the current commissioner, who has provided tireless leadership for the conference. I know that all of us are committed to working with him to make this a smooth transition.

From Pitt's perspective, looking into the future, the ACC really is a perfect conference home. In fact, we already have many strong links to the ACC community. Certainly that is true on the academic side. Just to give a few examples, Wake Forest and Pitt are national leaders in the field of tissue engineering and regularly partner on grants



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and research projects; Virginia Tech and Pitt are partners in a major national energy research initiative; Duke and Pitt are among the world's leading centers for biomedical research, and there are countless links between us; the dean of the medical school at the University of Virginia is the former chair of our department of neurology and remains actively involved in research partnerships with our experts in Alzheimer's disease. Particularly on this morning, I also should mention the distinguished dean whose judgment never has been questioned, never has relinquished his season tickets to Pitt men's basketball, which also signals an important link between Pitt and the ACC, the rich tradition in athletics that we share.

We regularly compete against teams from the ACC across the spectrum of sports, both in the regular season and in postseason competition. Sometimes we win and sometimes we lose, but it is the wins, of course, that seem to stay with you. No one from Pitt, for example, will ever forget our one-point overtime win over Duke at Madison Square Garden in December of 2007. It was the best playing the best in what may have been the marquee game of that regular season. We look forward to the opportunity that now exists to renew and build new rivalries with the very formidable teams of the ACC.

To make just one more specific point, the geography of the ACC is very important to us. Though we recruit students from all corners of the globe and have graduates living around the world, our principal focus always has been on the eastern seaboard, to be regularly competing up and down the Atlantic Coast from Boston to Miami, then, also is a very big plus for Pitt as a University. Particularly during this turbulent time in intercollegiate athletics, every leader of a major university has got to be constantly assessing the changing landscape and looking for the best long-term home for his or her institution. Pitt has found that home in the Atlantic Coast Conference, and we are grateful to have been given that opportunity. Thank you again.

AMY YAKOLA: Nancy Cantor, Chancellor and President, Syracuse University.

NANCY CANTOR: Thank you, Amy. We also are just very excited to be joining the ACC and want to extend, as Mark did, our thanks to Commissioner Swofford, to President Brodhead, to your 4-4-4 committee. This is really a wonderful day for Syracuse. We believe it's a tremendous opportunity and that the fit academically and athletically is tremendously important for us. We

believe we will contribute significantly and benefit significantly from the home in the ACC.

Obviously from an academic perspective, as Mark has suggested, the extraordinary research universities in the ACC are a wonderful fit for Syracuse and something we're looking very much forward to contributing to and being partners with.

The athletic match is very important to us, especially the comprehensive all-sports conference that the ACC represents. This is an opportunity for us to have quality competition and growth in all sports, from lacrosse to field hockey, basketball to cross country, football to softball, while also, of course, renewing some of our historic rivalries, and we look very much forward to that.

Also membership in the conference will bolster what Syracuse has really pushed forward, and that is our extending outward, our engaging the world, and really moving our reach to key areas of the country, of course, including the Southeast. So as we grow and expand our national connections to alumni, partners, and the students of the future in our geographies of opportunity, the move, as Mark said, from Boston to Miami is a wonderful move for us.

We are also pleased that Syracuse adds a tremendous New York City dimension to the ACC. With 44,000 alumni and growing in that region, we have built a very strong identity and affinity there, and we're excited to be able to bring ACC games to New York.

Clearly this was a very difficult decision both for Pitt and for Syracuse, two schools that have tremendous connections and long history with the BIG EAST. I also want to thank John Marinatto and all of our colleagues in the BIG EAST. Obviously we do believe that this is a wonderful move for us. We appreciate the opportunity, and we also look back with great fondness on our relationship with the BIG EAST and will, of course, continue to have those relationships university to university.

We do believe that this is in the long-term interest of our university. As conference realignment gives some instability to the landscape, we look to the wonderful stability of the ACC and to nurturing that stability, growing with and really enjoying this new athletic and academic home for us, so we very much appreciate the opportunity. It's a great day in Syracuse, it's a great day for New York, and speaking from LA, where we have just come, it's a wonderful day to look at our reach across the country and certainly in the ACC. Thank you.

AMY YAKOLA: Steve Pederson, Director of Athletics, University of Pittsburgh.

STEVE PEDERSON: I too want to say thank you to Commissioner Swofford, to the presidents of the ACC and to my colleagues, the athletic directors in the ACC. We look forward to a great partnership moving into the future. As an athletic director, you strive to give every student-athlete and coach the best possible opportunities to achieve all of their goals and dreams. For student-athletes, that means success in academics and their chosen sport and in their personal growth. The ACC is a perfect home for Pitt student-athletes to achieve at the very highest levels.

The strength of the ACC is well-documented, certainly for us the academic prestige of the conference, its geographic proximity to the media markets up and down the East Coast, the historic basketball success, the history and the future of football, the excellence in women's basketball, for us the ability to maximize our current recruiting bases, the strength in areas like Florida, and the ability to renew some old rivalries is very exciting to everyone in athletics. We're thrilled to be a part of this and certainly grateful for the opportunity.

AMY YAKOLA: Dr. Daryl Gross, Director of Athletics, Syracuse University.

DARYL GROSS: I want to start out by thanking those at the ACC, and as Steve mentioned, our colleagues and ADs that will be working right alongside with, and we'll truly be looking forward to getting together. It's obviously an historic day for all of us, and I really want to echo the thoughts of Chancellor Cantor and those from my colleagues at Pitt and give another thought for the BIG EAST. We've had a tremendous run with them obviously, and John Marinatto's leadership is to be commended.

We do feel at Syracuse we can enhance and add to the ACC. We have historically played ACC teams and have had tremendous rivalries. We feel our head coaches across the board are amongst the best in the country, and the timing is perfect competitively for us, as we believe all of our sports are beginning to bloom and blossom nationally. The broad spectrum of success for us outside of football and basketball, in our Olympic sports, for instance, in men's and women's lacrosse and field hockey and cross country and Olympic sports fit right into the ACC template that has been so successful for so long.

As our chancellor mentioned, we feel our presence in New York as the only BCS team in the state will enhance the conference and give a wonderful platform and showcase top competition. I mentioned that historically playing ACC teams and having the leadership of our basketball coach, Jim Boeheim, Hall of Famer, and our new football coach the last three years, Doug Marrone, and renewing some of these great historic rivalries is very important to us, the sustainability of the conference and the academic match we applaud, so we look forward to being a member of the ACC and having tremendous success.

AMY YAKOLA: At this time we will open it up for questions.

**Q. For John, how was John Marinatto notified? There's evidence already out there that he found out from a reporter. Did you call him personally and did you owe him that call before this was done?**

JOHN SWOFFORD: Yes, I talked with John before we completed our process, which was real early Saturday morning.

**Q. He said anecdotally through the Louisville AD, Marinatto found out through Brett McMurphy, so you told him this was going to happen Saturday morning?**

JOHN SWOFFORD: Yes.

**Q. John, could you just take us through the timeline? It seems like compared to what's going on with some other conferences right now that at least on the outside that this happened very quickly. Can you take us through the timeline of when you decided to go forward with expansion and obviously getting to today?**

JOHN SWOFFORD: Well, first of all, I think it's important to note that we have been quietly active in terms of evaluating the landscape and what it might mean to our conference for the last year and a half when we established what we call a 4-4-4 committee of presidents, athletic directors and faculty representatives. So that analysis has been going on for that period of time on an ongoing and periodic basis.

This past week we had a meeting of our 4-4-4 committee on Tuesday, and then our presidents' meetings started on Tuesday night and ran through Wednesday, and then we had continued conversations through the week as we determined

what we felt like would be the right path to take and with which schools as we moved forward.

During that time leading into those meetings, and this was a regularly scheduled meeting of our presidents, not a specially called meeting, and yet there were two issues really for the presidents to consider. One had been on the docket for a year or so, as well, and that was consideration of what an exit fee should be in our league and also changing some of the language that's in our constitution and bylaws in regard to that. And they settled on that decision unanimously at 125 percent of the current budget in any given year.

And then they talked a great deal about the future, the landscape as it appears to be out there right now. As I've said before, we try to constantly evaluate that landscape because what we try to look at is to ensure the conference's viability for years to come and our strength moving forward. The 4-4-4 committee unanimously brought forward to the Council of Presidents the recommendation to expand to 14 at this point.

We had had, I'll just say, double-digit numbers of schools that had reached out to us inquiring and asking to be considered for membership in the conference if we chose to expand. So this, while the foundation of it was laid starting a year and a half ago, up to this point our conclusions had continued to be to stay at 12, and this week is when that shifted to a belief that looking at the landscape and the circumstances and across the country that there were obviously schools that could add significantly to the Atlantic Coast Conference that were interested in joining us, and the decision was made that now is a good time to go ahead and make that move to strengthen our conference.

**Q. You said it shifted just this week. How much of that is, I guess, in direct response to the situation with Texas A&M and the SEC and obviously uncertainty in the Big 12?**

JOHN SWOFFORD: Well, we just felt that right now this was in our best interest. I don't think it's really a reaction to that, although in a subtle way when you look over the past year or so and you see the movement with the Pac-12 that could potentially have gone further, and may still, I don't know, the Big Ten expanding, the Southeastern Conference expanding, all of that comes into play, not necessarily in a measurable kind of way, but our interest is always focused on what is best for us, and every conference has its uniqueness, if you will.

**Q. I have two questions. I have seen nothing in the press release or heard anything about a timetable for these two schools joining, and I'd like someone to address when they think that will be. My second question is for Chancellor Nordenberg, who said he was leaving behind good friendships in the BIG EAST. They don't feel the same way about that. Someone called what you did last night an abject betrayal, and I'm wondering if you can address how you handled that, Mark, especially after being so critical of BC and company when they left in '03, and if Steve or Mark could address why they led the charge to reject the television contract a few months ago, and if that was in the works then.**

JOHN SWOFFORD: One thing I would say from our perspective, and I know Syracuse and Pitt certainly feel the same way, is that we will fully respect the bylaws of the BIG EAST Conference in terms of Syracuse and Pitt's departure from the BIG EAST whenever that was appropriate and whatever fits within those bylaws is when we would expect them to join the Atlantic Coast Conference.

MARK NORDENBERG: And maybe just to pick up on a fundamental point that is tied into Commissioner Swofford's response, the bylaws of the BIG EAST do provide for withdrawal. When we restructured the conference, everyone who was involved recognized that there likely would be times when there would be membership changes and we ought to provide for the orderly handling of those changes. I don't think that can be any more clear than by the presence of those conditions within the conference bylaws.

The change in the prospect of further change has never been more pronounced in intercollegiate athletics. It has touched every conference and directly or indirectly has touched every member of every conference, and what that means is that any university leader involved in intercollegiate athletics really has two fundamental responsibilities; one is to work to build strength in a current conference home which we at the University of Pittsburgh always have done in the BIG EAST; and the second is to be appropriately attentive to the changing landscape and institutional opportunities that might need to be pursued. We also have been attentive to that responsibility.

There's nothing incompatible with them as long as they're managed properly, which I think we always have done. We did make clear within the BIG EAST that we were willing to work to improve

the conference in any way that we were asked, and we did that. At the same time we also made very clear that if other opportunities did arise, we would feel as if we were obligated to seriously assess them looking at the long-term future of the University of Pittsburgh, and in fact, I made that point clear in writing, both to the commissioner of the BIG EAST and to the chair of the conference in May of 2010. They each responded by indicating to me that they thought the position I had articulated for Pitt was the position that essentially had been embraced by all of the other members of the conference and they appreciated the care that I had taken to articulate that position for them.

Let me go back and just talk about a couple of specifics, one you didn't mention. There are two reports that have been brought to my attention that named me the chair of the BIG EAST. I once was the chair of the BIG EAST. You probably will remember those days, but it's been a long time since I occupied that role. I think the presidents of Georgetown, Rutgers and Notre Dame all have served two-year terms since I was the chair. So whoever is labeling me as the chair probably hasn't been very attentive to the activities of the BIG EAST over the course of the last half dozen years.

And second, I would say any characterization that either Pitt or Steve and I led a charge against consummating a contract with ESPN simply also is inaccurate. I think that if the question was put to either John Marinatto or the people at ESPN, they would say, in fact, that we probably were the most constructive participants in terms of working through what seemed to be some issues that were going to prevent us from even getting to financial considerations, and in the end when the conference did decide not to accept the ESPN offer, that was a unanimous vote of all 16 members not led by us or by anyone else, but instead a reflection of the new realities that were embodied in the contract that had been won by the Pac-10.

**Q. John, Ron Wellman said yesterday that the conference is now at a good landing spot at 14 schools. Did the 4-4 committee or the Council of Presidents mention the number 16, and when will you set about scheduling the basketball for this year, and how might that look in the coming weeks and months?**

JOHN SWOFFORD: First of all, we are very comfortable with this 14. The only thing I would add to that is we are not philosophically opposed to 16, but for now we're very pleased with this 14. We think it is just an excellent group.



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In terms of scheduling, I think any time you jump in the size of your membership, one of the real challenges is how you handle scheduling, not only in basketball but football and the Olympic sports, as well, and whether or not you have divisional setups, and if you do, how do those look.

I can't give you a lot of information on that at this time that is specific. We have done various potential formats with a 14-team conference but no decisions have been made at this point, and that will be one of the first challenges in front of us as to how we approach that in a manner that our schools are pleased with and comfortable with and hopefully in a manner also that's appealing to our fans.

**Q. The remainder of those double digit schools that you said have been in touch, do you continue some of all of those conversations as you weigh the 16 question?**

JOHN SWOFFORD: Probably to some degree, although, as I said, we're very comfortable where we've landed for now. But as long as the landscape is what it is, I can say that in all my years of college athletics administration, I've never seen this level of uncertainty and potential fluidity among schools and conferences. Schools are looking for stability, and when that stability doesn't exist for whatever reason, as long as that's going on, I think the conferences that appear to be stable moving forward are going to receive inquiries from schools that are desirous of having that kind of stability.

Obviously there are things still out there that make it necessary for certain schools to look beyond where they currently exist for the kind of stability they feel like they need in their programs for the long term.

**Q. If I can follow up with a question for President Nordenberg, John mentioned abiding by the BIG EAST bylaws in terms of a timeline of departure. Will you all at least attempt to negotiate a shorter term window in that regard?**

MARK NORDENBERG: Well, I don't know whether I would call it negotiation. I would think that in the weeks ahead, everyone will be looking at the transition period and trying to determine whether the 27-month notice period really serves everyone's best interests or whether there ought to be some modification to it. But our starting point, again, is that that is the provision within the BIG EAST bylaws, and it made -- it was important to us that Commissioner Swofford made clear right from the

start that the ACC would be comfortable with waiting for that period of time if that is the way that things unfold.

**Q. For Mr. Pederson, I'm assuming that the exit fee from the BIG EAST will be \$5 million, and what are you -- how much more money are you anticipating making from the ACC agreement?**

STEVE PEDERSON: Well, as the chancellor has outlined, the terms of the bylaws and exit fees and so forth are all well-documented, and we factored that into every discussion that we've had. And in terms of evaluation, we have evaluated the associated expenses with every conference in the country, should you be in a position to ever make a move, and the increase in expenses to join the ACC in terms of travel and so forth are not significant whatsoever.

In terms of the future and the payout and so forth per conference, we certainly believe that the ACC has been very aggressive in building a good multimedia rights plan and has done an excellent job as a conference in building their financial strength, and we didn't make this move for one reason, we made this move for a lot of reasons. But certainly there will be financial benefits that come along with that.

**Q. Is this an opportunity for you guys to realign the Atlantic & Coastal Divisions? Have you given much thought to that?**

JOHN SWOFFORD: We've had some discussion about that, but we will need to have further discussion about it, and frankly, we would not want to come to a conclusion on that without the full participation of Pitt and Syracuse in that discussion. That will be one of the first things we start addressing along with the scheduling models, and obviously the two go hand in hand.

**Q. John, in 2003 your expansion process was very public and prolonged, and I think it's fair to say indecisive. This has been the antithesis of that process. Did the ACC change the bylaws in regards to expansion? There were no formal campus visits and such, at least to our knowledge. Just seems like such a different process this go-around.**

JOHN SWOFFORD: David, you're absolutely right about that, and yes, we did change the bylaws to make them considerably less cumbersome. I think the establishment of the 4-4-4 subcommittee in putting it in gear a year and a half ago was very productive because so much of the fundamental and basic kind of work that you need

when you make these decisions was done and there; and we had ongoing conversations, not so much at the time because we necessarily wanted to expand, but we wanted to be fully prepared if and when the time came. And I think we definitely were, based on those discussions.

One of the things that I saw this past week within our group from the 4-4-4 committee to our Council of Presidents is just a terrific level of cohesiveness and trust in how we went through this process. It was just tremendous to see, and I'm privileged to be a part of it because our presidents, as well as the ADs and faculty reps that contributed were just excellent in making decisions for all the right reasons, and I think it shows just a very, very unified group that we have that are committing to each other across the board. It's one of the real strengths that I think we have as a conference.

**Q. I'm wondering if the additions of Pitt and Syracuse in any way would affect your current or the TV contracts that you just signed and allow you because you're expanding the footprint to reopen any of those -- I'm sorry if this is ground we've covered, but reopen any of those negotiations or at least adjust those contracts at all?**

JOHN SWOFFORD: It does allow us to do that. By expanding by two schools, contractually we do have the opportunity to reopen those discussions with our current rightsholder, which, of course, is ESPN. It does not allow us to go to the street with an open bid, but it does allow us to reopen our negotiations with ESPN. And we're confident that that will have a positive impact.

**Q. My question is for Mr. Swofford. I'm wondering can you tell us if you have met with representatives of Texas about their interest in joining in the ACC, and then beyond that, could you speak to the relative priority of East Coast time zones or a shared philosophy of shared revenue as you evaluate potential additions if indeed you move to 16 schools?**

JOHN SWOFFORD: Well, the only thing I would say about Texas is that it's an outstanding institution with a terrific athletic program. They've got a number of high-profile coaches that have come out of the Atlantic Coast Conference. But I really can't discuss any institutions of a specific nature related to discussions with us. I don't think that would be appropriate.



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In terms of, I think the other question you asked related to revenue sharing, and I would tell you that in the Atlantic Coast Conference, equal revenue sharing is sacred. That's been a very important fundamental part of this league since the early 1980s, and I do not see that changing.

In terms of time zones, obviously with the 14 we now have, we're all in the eastern time zone. I think when you can have that, that's preferable; it eliminates some trouble because it helps with the student-athlete experience and travel and so forth. With the way the world is today, I think we all realize that our world is much smaller than it used to be, and what might have been a two-hour train ride a half century ago is now a two-hour flight to a place much, much further away than that two-hour train ride was.

So I think conferences in multiple time zones can work, it just presents some additional challenges, particularly as it relates to the student-athletes.

**Q. A couple things if I could, please. First of all, what would be the ACC's deadline to getting these two schools into 2012 or 2013 if they can expedite and avoid a one- or two-year lame duck period?**

JOHN SWOFFORD: We hadn't really talked about a deadline, other than we'll respect whatever the...

**Q. If you don't have a deadline, what is feasible to keep the schedules on the board in time for 2012 or 2013? Can it happen if this is not negotiated until the first of the year or is it something that has to happen sometime this fall if you're to get them in for next year or the year after?**

JOHN SWOFFORD: Well, we haven't delved into that at this point yet, so I can't give you a deadline as to when that would be.

**Q. How open is the ACC into potentially coming to agreements with Madison Square Garden, maybe one day moving the tournament to Madison Square Garden?**

JOHN SWOFFORD: I think we would be open to that as a part of the rotation. We've had some very good experiences with our rotation. The tournament has predominantly been held in North Carolina over the years, and that's where much of its history is, and I'm sure will continue to be in the future. And yet we've had excellent experiences in Washington, D.C., and in Atlanta; we've been to

Tampa. And with this 14-member conference, I don't think there's any question that taking a look at New York and Madison Square Garden would be very appealing for Atlantic Coast Conference basketball fans and even more so now with more teams in closer proximity, and with that being the media center of the world, so to speak, we'd probably be remiss if we didn't think of it in those terms.

**Q. Mr. Swofford, can you tell me when exactly Pitt and Syracuse reached out to the ACC for membership, and was it considerably before the discussions the 4-4-4 committee was having recently this week?**

JOHN SWOFFORD: Well, I can't. First of all, I would tell you that the two are totally separate, not connected in any way. But I respectfully would not go into that, nor would I go into other schools who have expressed an interest along the way of joining the conference, as well. I think respecting that confidentiality is appropriate from our end.

**Q. John, you had mentioned earlier that Pitt and Syracuse came to you because schools are looking for stability, and when that doesn't exist schools seek other conferences. Two questions: If that's the case, why would there be a need for the ACC to increase their withdrawal fee? Are you fearful that you're expecting another league to seek your members? And secondly, was there ever any hesitation or concern that by going to 14 schools that could possibly lead to 16 and indirectly lead to the end of the BIG EAST conference, or did you basically look at it as this was almost a matter of survival on your part?**

JOHN SWOFFORD: No, I don't think we looked at it as a matter of survival on our part. I think we look at it as we constantly do in terms of ensuring our conference's viability, and I think actually the increase in the exit fee from our conference, I look at that, as I think our presidents do, as actually a show of solidarity and confidence in each other. But it's also set in terms of what we think in losing a member the various tangible and intangible costs may be. I think that's a very positive thing, actually, from our standpoint.

**Q. This is for the Pitt and Syracuse folks. Everybody remembers what happened in 2003 and 2004 when Miami, Virginia Tech and BC left.**



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**Do you expect that similar treatment when you go to BIG EAST places, and are you afraid of legal action from the remaining BIG EAST schools?**

NANCY CANTOR: This is Nancy Cantor from Syracuse. I think we certainly expect that there will be collegial treatment. We all understand the landscape of intercollegiate athletics, and we all have been committed to our conference, and as Mark said earlier, we've all worked for the strength of our conference, and we expect that to be upheld among our fan base.

MARK NORDENBERG: Yes, and I would just agree with Chancellor Cantor.

**Q. John, just to follow up on a couple of questions ago, were you at all ever concerned with reports that other conferences may be reaching out to some of your members? Were you ever concerned that this might go the other way and the ACC may be losing teams, losing institutions?**

JOHN SWOFFORD: No, not particularly, because everything -- we've got a pretty cohesive group in this league, and all of our conversations about this, both individually and collectively, in any conversations that I've had with any of our presidents and/or athletic directors, I have never once received any indication of anything other than that they are fully committed to the Atlantic Coast Conference. No, that has not been a particular worry to me.

In this day and age, could that happen? Sure, it could happen. But that is not something that I've lost sleep about because of the commitments made within the league to each other. I deal with a group of presidents and athletic directors that are together, I think, institutionally within this league for all the right reasons. I think there's a perception sometimes that conferences are nothing more than groupings of schools that get together for the sole purpose of generating the most money, and as important as that is, there are a lot of other reasons that conferences are together, and if they're together for the right reasons and it works well, there's an awfully lot to be said for that. And I think we are together for the right reasons.

**Q. This is for John: What is your exit fee now after the vote?**

JOHN SWOFFORD: Our exit fee by definition is 125 percent of the annual budget, and in actual dollars at this point in time, it would be right around \$20 million.



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**Q. This question is for Daryl Gross: There's been a lot of talk about stability on the conference call today. Is there a belief that the BIG EAST is not stable, and that's the reason that Syracuse and Pitt decided to leave the conference and join the ACC?**

DARYL GROSS: Well, I wouldn't say that that's how things are discussed. I don't think stability -- it is not be the right word. I think it's more of what's in the best interest of your institution and what opportunities do you have for your institution, and alongside that, you look at the things that are going on in your current conference, and we try to make decisions based on what's best for the institution and the athletic department that are long-term decisions.

So it's not as easy as trying to pinpoint something on a word like unstable or something like that. These are very sophisticated, complicated processes that we go through to ensure the stabilization, the sustainability of your athletic department via the institution.

**Q. John, I understand that you say that you didn't want to name names in terms of other schools that may be interested in joining the ACC, but would it be fair to say that there are other BIG EAST schools on your radar should you decide to go to 16?**

JOHN SWOFFORD: Again, I don't think it would be appropriate for me to go there.

**Q. Well, let me ask you this: With the perilous state of the BIG EAST right now, would you maybe lay off that conference and maybe let them kind of get their act together so that they can survive in the landscape?**

JOHN SWOFFORD: I'm not focused on that, I'm focused on this 14 right now and making that in the Atlantic Coast Conference and making that work the best that it can possibly work.

**Q. Just looking at the SEC, not a lot of major markets in that conference, yet they've been incredibly rich. Back in 2003 that was a football first move. These teams, Pitt and Syracuse, haven't been in the Top 10 in the AP Poll in two decades. Are you worried about splitting the share of the TV pie 14 ways from a football revenue standpoint?**

JOHN SWOFFORD: No, I'm quite confident that as we work with our television -- existing

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television partners with these two members coming in that the current members as well as the two new members coming in will be not only whole but beyond whole financially in terms of television. We've got wonderful television markets in our league up and down the eastern seaboard, just some outstanding markets. When you have that and couple it with excellent teams, I think we're going to be -- are and will continue to be very, very strong from a television standpoint, both in terms of exposure and dollars.

**Q. I have two questions. John, if you could just clarify one thing for me. What you were talking earlier about revenue sharing, does that mean if a school either had its own network or had its own TV contract where its home games were shown, they would not be allowed to enter the ACC unless they agreed to total revenue sharing relative to those TV deals? And my second question would be for Chancellor Cantor. Clearly you wouldn't have left the BIG EAST if you were totally satisfied with what was happening there. Could you articulate what were some of your concerns regarding the future of the BIG EAST that caused you to look elsewhere?**

NANCY CANTOR: I would say that our concerns are really forward-looking with respect to the ACC. The issue for us is that we have increasingly strong Olympic sports across the board, women's sports. The ACC is a wonderful match for that for us, and we really are obviously very excited about that. There's always been traditional rivalries that we have now reassert that are in the ACC; the basketball compatibility is, of course, tremendous. But we really also think about the quality of the institutions, and we're just very excited to be there and be with the ACC.

Obviously as my colleagues have all said, we needed to look carefully at the stability for us going forward in terms of being able to support our athletics department to the extent that gives quality opportunities for our student-athletes, and I think that match is just perfect for us.

JOHN SWOFFORD: In terms of your question, as best I understood it, I had spoken earlier about the sacredness, if you will, of equal revenue sharing in this league and how important that is based on conference-generated packages. We don't have a school currently that has its own institutional television network. That's a relatively unique set of circumstances, at least currently, in today's world. So we really haven't sat down and

analyzed how that could be made to work in our particular situation.

But the fundamental principle is one that's very important to us. There are rights that are released by our television rightsholder at times, but ESPN is so extensive in what they show, there aren't a lot of those rights left.

**Q. John, I was wondering, it seems as though when you went through the expansion from 2004, 2005 that there was, I guess, a lot of objections and things like that from within the conference. It wasn't always unanimous, everything that was going along. This time everything seems to be much more unanimous, for lack of a better word. Why do you think that is?**

JOHN SWOFFORD: Well, I think it has to do with the fact that, simply put, everybody was on the same page as to what's best for our conference going forward, and everybody was on the same page in terms of these two institutions and what terrific additions they would be to the Atlantic Coast Conference in multiple ways, and the fact that, quite frankly, we've got a much better process right now than we have had before. From an internal standpoint, it worked absolutely beautifully, and I think that's a credit to the people around the table.

AMY YAKOLA: Ladies and gentlemen, thank you very much for being a part of today's teleconference call. We hope you have a great rest of your Sunday.

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