



Jeffrey H. Smulyan
Chairman of the Board

December 13, 2006

C. L. Max Nikias
Provost and Senior Vice President, Academic Affairs
University of Southern California
3551 Trousdale Parkway, suite 102
Los Angeles, CA 90089-4019

Dear Max:

As you may know, the Radio Division at Emmis is working with the Music Media Solutions Lab at USC, headed by Jerry Del Colliano. Professor Del Colliano asked us to participate in two studies with students of the lab. The first was presented by the students on November 27th.

Emmis brought out its very best managers from New York, Chicago and Los Angeles, as well as its top program directors, leaders of the Interactive Division, Radio President Rick Cummings and Emmis' chief financial officer. In all, a dozen of our best thinkers from around the country attended the session.

Max, the feedback from our people was that this experience exceeded expectations in every way. Our team saw presentations on five ideas aimed at helping Emmis adapt its radio business to be more competitive in a digital, on-demand world.

While our people expected the presentations to be well-researched, they were particularly impressed at the time the lab team put into learning our current business and its challenges. While academic exercises sometimes fail to understand the challenges of the 'real world,' these students did a great job of understanding those obstacles and addressing them. Rick Cummings told me, "If the Music Media Solutions Lab stimulates conversation among our people *beyond* the day of the presentation, I will consider this a very successful experiment." By that standard, the exercise has been more than successful.

Our team has had several conversations about what they heard, and there will be a follow-up discussion after the holidays to get everyone's thoughts after they've read the full report. But the headline is: "well done."

C. L. Max Nikias
Provost and Senior Vice President, Academic Affairs
Page Two
December 12, 2006

USC has made the Emmis team a fan of this program. Dean Robert Cutietta and Associate Dean Christopher Sampson should be commended for their work in support of Professor Del Colliano.

The Thornton School of Music has long been a leader in the performing arts, and now, thanks to this program, USC is taking a very positive step into mass media as it evolves with new technology. I can't tell you how proud it makes me to see USC have this impact on our people.

Warm regards,

A handwritten signature in blue ink, appearing to be the name 'Jeff'.

Jeff

cc: Dr. Steven B. Sample
President, USC
Rick Cummings