



December 4, 2012

Dear USC community,

I am delighted to announce the appointment of **Lloyd Silberstein** as vice president and executive director for capital construction and facilities management services (CC & FMS) at USC, effective January 1, 2013. This is a new position at the university, one that reflects USC's tremendous physical growth and rejuvenation in recent years, as well as our extremely ambitious plans for infrastructure development. Over the next two decades, USC seeks to add 5.5 million square feet of space to our University Park and Health Sciences campuses, and this position will spearhead this magnificent growth, while laying the foundation for the university's lasting physical appearance.

Mr. Silberstein will report to the senior vice president for finance and chief financial officer, Mr. Robert Abeles, and will work very closely with me. Mr. Silberstein will oversee a staff of approximately 450 people. His responsibilities will include the construction of new teaching, research, living, and health care space, as well as major renovation projects for existing structures. His portfolio will also include managing all of USC's building and infrastructure assets on both campuses, as well as all capital construction project managers. Mr. Tom Leary will continue in his role as a university vice president, and will report directly to Mr. Silberstein.

Mr. Silberstein comes to us with nearly three decades of experience leading several of the nation's largest construction programs. He has been responsible for constructing a wide variety of facilities in more than 25 cities and 12 states, as well as South America, Asia, and the Middle East. Those projects included historic restorations of city halls for Los Angeles and Beverly Hills; studios and performing arts venues for Warner Brothers, Capital Cities/ABC, and the Hollywood Bowl; and banking, office, and hotel developments in Singapore, Mexico City, Hong Kong, and Taipei.

For much of the last 15 years, Mr. Silberstein has focused on educational facilities for university, college, and K-12 institutions throughout California. Most recently, he served as senior vice president for URS and director of BuildLACCD, leading the team of companies responsible for a \$6 billion project involving 300 new and renovated facilities at nine separately accredited college campuses. He received recognition for successfully reorganizing and instilling confidence and trust in the massive building program, and working closely with the board, faculty, and administration to assess the most appropriate use of remaining funds during a period of dramatic state budget cuts.

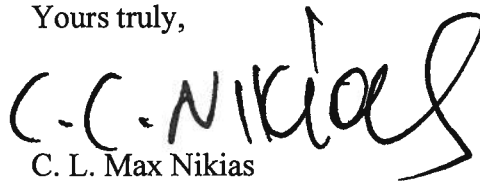
Prior to this, Mr. Silberstein served as senior vice president of Parsons, where he headed operations in the western United States. In this capacity, he oversaw the company's work on the \$27 billion LAUSD building program, as well as seven other K-12 districts and 70 other college districts.

Earlier in his career, Mr. Silberstein oversaw new facilities and infrastructure work—totaling several hundred million dollars—that initiated the 20-year master plan for the University of California at Los Angeles. He also served as senior vice president for real estate development at Tamkin Development Corporation and Public Facilities Investment Corporation. Originally from New York, he came to Los Angeles in 1990 and joined Lehrer McGovern Bovis, where he went on to become senior vice president of operations for the west coast.

Mr. Silberstein received his bachelor's degree from the University of Florida, College of Architecture, School of Building Construction; and subsequently studied for a master in business administration at the University of Houston. He is a licensed general contractor and sits on the boards of several organizations.

Please join me in congratulating Lloyd Silberstein on his appointment at USC. We all look forward to his arrival in the new year, and to welcoming him, his wife Juliette, and their son Max to the Trojan Family.

Yours truly,

A handwritten signature in black ink that reads "C. L. Max Nikias". The signature is written in a cursive style with a large, sweeping flourish at the end.

C. L. Max Nikias
President