

Joel Seligman
President

January 9, 2006

C. McCollister Evarts, M.D.
Senior Vice President and Vice Provost
for Health Affairs
CEO, Medical Center and Strong Health

Dear Mac:

I want to thank you for the great leadership you have provided to the University of Rochester Medical Center during the past three consequential years. You have done much to strengthen a great institution and brought wisdom and stability that has been lauded by all with whom you have worked. I congratulate you on a magnificent performance.

Until June 30, 2006 or later if your successor is not yet in place, you will remain the Senior Vice President and Vice Provost for Health Affairs and Chief Executive Officer of the University of Rochester Medical Center and Strong Health, enjoying my full confidence and support. You have assembled a very strong leadership team and I know how much they look forward to working with you during this period to continue the outstanding progress that the URMC has made in recent years.

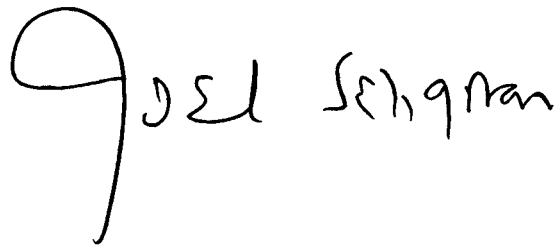
I am today nominating you for a Distinguished University Professorship to begin after you step down as Senior Vice President, pending approval by the University of Rochester Board of Trustees. All of us at the University of Rochester look forward to your service to the University and Medical Center continuing in such vital areas as education, development, corporate alliances, and community relations.

I also look forward to hosting a gala to celebrate your extraordinary career on May 19th. I will circulate further details concerning this event in the weeks to come.

Let me particularly laud the progress that the Medical Center made under your leadership towards a new strategic plan. While the final version of this plan will await the participation of the new Senior Vice President, you have provided the framework for a new and exciting era at the URMC. During the months before the new Senior Vice President is in place, I look forward to further progress on the plan. It will be important for the text to be revised and integrated with the URMC's views on budget and priorities.

I want to recognize how thoughtfully you have worked with me to achieve a smooth transition that will work to the benefit of the University and its Medical Center. You are a great leader in medical administration and a good man. Throughout our recent conversations you have always worked to achieve the most effective University of Rochester Medical Center. I look forward to working with you. I have come to appreciate your counsel in our first six months working together and know how much I will enjoy working with you in the years to come.

Sincerely,

A handwritten signature in black ink that reads "Joel Seligman". The signature is written in a cursive style with a large, looping initial "J".

Joel Seligman