

Joel Seligman
President and Chief Executive Officer
G. Robert Witmer, Jr. University Professor



January 11, 2018

Dear Danny:

For the past twelve and one-half years I have given my heart and soul to the University of Rochester. I am grateful to all in the University community for what we have accomplished. We have made great progress for the entire University together. Let us never forget that this is a great University.

In everything that I have done, I have been animated by a single overriding criterion: What is the best interest of our University? I do so again today.

From that perspective, it is clear to me: The felt needs of our University and our nation have changed. The University today needs a new President. I say this with no bitterness, no regret, but seeing facts for what they are. The University today most needs a period of healing. I fully support this process.

I am today announcing that I will step down as University President on February 28. This will give the Board time to select the right interim President and to start focusing on the search for the next permanent President and the other steps involved in the healing process.

I love this University and look forward to remaining part of it. After a sabbatical year, I look forward to returning to the faculty as a professor.

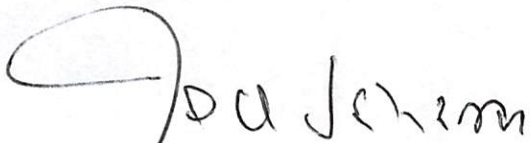
Above all else I hope everyone in our community recognizes how critical it is to be a unified University. At our best, we are a family. Our strength is in unity.

I hope also the University never loses its sense of perspective. The University of Rochester is a complex institution with multiple needs. The University likely now will focus on healing, but I hope everyone appreciates the need to have an effective leader

who can address all seven Schools, the Medical Center and many affiliated institutions, help raise sufficient funds to continue the University's progress and deal with the very challenging issues of how to balance many competing, legitimate interests.

Let me close with my two favorite words: Thank you. Thank you for the opportunity to have served. It has been the honor of a lifetime. I am grateful to each and every member of the University of Rochester community. Let me especially thank the three chairs with whom I have worked: Bob Witmer, Ed Hajim and Danny Wegman. Each has provided yeoman service to advance our University. I will always be a Yellowjacket. I will always love the University of Rochester.

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
President, CEO and G. Robert Witmer, Jr. Professor
University of Rochester