

December 28, 2017

Chairman George Kieffer  
The Regents of the University of California  
1111 Franklin Street  
12th Floor  
Oakland, California 94607-5200

Dear Chairman Kieffer:

After 16 years as a UC Regent and 10 years as Chair of the Regents Oversight Committee and National Laboratory LLCs, I have chosen to retire, effective February 16, 2018. As you know, one of the main reasons I accepted an additional term on the Board was to provide enough time to find a successor at the laboratories and allow for a reasonable transition. The period of transition at the laboratories will end in February, and Regent Ellen Tauscher will assume those duties—I will step away at that time. Ellen's accomplishments are well known. She has a history with the laboratories and the University of California, and will do an excellent job.

Serving the greatest educational institution in the world has been a privilege and a pleasure. I've had a wonderful 16 years and met great people along the way. I will be forever grateful for my time as a UC Regent.

All the best,

A handwritten signature in black ink, appearing to read "Norman J. Pattiz". The signature is fluid and cursive, with the first name "Norman" and last name "Pattiz" clearly distinguishable.

Norman J. Pattiz