



1111 Franklin Street
Oakland, California 94607-5200
Phone: (510) 987-9074
Fax: (510) 987-9086
<http://www.ucop.edu>

June 20, 2014

Professor Ross M. Starr
Department of Economics
325 Economics Building, MC 0508
9500 Gilman Drive, #0508
University of California, San Diego
La Jolla, California 92093-0508

Dear Ross:

On behalf of the University of California community, I want to thank you for your service as a member of the University of California Retirement System (UCRS) Advisory Board over the last four years.

Your long association with the University as a distinguished member of the faculty and your leadership roles in the Academic Senate and its committees made you a valuable resource for the Board. In addition, your economics background and familiarity with investments and retirement planning was especially helpful during programmatic reviews.

I hope you will take pride in knowing that your contributions, especially your two terms as Board Chair, enhanced the effectiveness of the Board and helped maintain and improve the retirement security of the entire UC community.

Yours very truly,

A handwritten signature in black ink, appearing to read "Janet Napolitano".

Janet Napolitano
President

cc: Chancellor Khosla
Executive Vice President Brostrom
Vice President Duckett
Executive Director Schlimgen

U N I V E R S I T Y O F C A L I F O R N I A

Certificate of Appreciation

Ross W. Starr

In Recognition of Your Service on the

University of California Retirement System Advisory Board

for the Period of July 1, 2010 – June 30, 2014


JANET NAPOLITANO
PRESIDENT

