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**From:** Boris Nikolic <[REDACTED]>  
**Sent:** Tuesday, September 10, 2013 2:03 PM  
**To:** Jeffrey Epstein  
**Subject:** FW: Leadership Transition: Sharing my news with you

Sent from my Windows Phone

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**From:** Jeff Raikes  
**Sent:** 9/10/2013 6:06 AM  
**To:** All Foundation Staff</>  
**Cc:** Bill Gates; Melinda French <mailto:[REDACTED]>  
**Subject:** Leadership Transition: Sharing my news with you

Dear All –

I am writing to let you know that I have decided to step down as CEO of the foundation. I will continue to lead the organization while Bill and Melinda select a successor, and I look forward to helping the new CEO settle in when he or she is hired. Bill, Melinda, and I have talked at length about their vision for the future of the organization, and we are very confident in the leaders we have and excited about the direction we're headed.

When Bill and Melinda approached me about this job in May 2008, we discussed a five-year commitment. I am proud of the work we've all done together in the past five years. We are having an impact on people's lives every single day, and we are set up to keep on having an even bigger impact in the years to come.

Now, I'm looking forward to doing some things I haven't had time for, including my work at the Raikes Foundation, which is tackling youth and education issues. I have learned so much from Bill, Melinda, our grantees and partners, and all of you about catalytic philanthropy and specific issues like agriculture and education. I have also learned from—and been deeply moved by—the people I've met in the field, whether they're Ethiopian farmers trying to grow enough food to feed their children or a teacher in New Orleans helping students make a better future. These lessons will not only inspire me but also serve me day-to-day, because I will continue to invest my time and energy in these areas.

It has been a privilege to get to do this urgent, important work with you, and it has also been a lot of fun. I'm focused on making sure that the transition to your next leader is as seamless as possible, so that you can continue doing this work with the intellect and passion you bring to it every day.

At the Town Square Dialogue later this morning, you'll hear more from Bill, Melinda, and me, and you'll get a chance to ask us any questions you might have.

Thank you,

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Jeff Raikes

CEO

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