



**UNIVERSITY of MASSACHUSETTS
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Dear Student Affairs and Campus Life Colleagues,

Thank you for your willingness to participate in the recent organizational review of Student Affairs and Campus Life (SACL).

Your thoughtful suggestions on matters of importance to all of us were heard, and have resulted in a report that provides a basis for continuing with a productive conversation about the future of the organization.

This guiding document reflects the core principles of Student Affairs and Campus Life, defined by a shared level of commitment to our students and to each other. It also intersects with the campus-wide charge of the Joint Task Force on Strategic Oversight (JTFSO). Having both this divisional level of commitment to your work and an eye to the future of the larger campus will serve Student Affairs and Campus Life well as we collectively embark on this effort.

In the coming weeks, I will be giving the divisional redesign additional thought and finalizing an organizational structure that meets our core goals. In the meantime, thank you once again for your active participation in the process.

Sincerely,

A handwritten signature in black ink, appearing to read "Kumble R. Subbaswamy".

Kumble R. Subbaswamy
Chancellor