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August 28, 2014

Dear Friends and Colleagues--

Attached please find the [interim report of our MUSG](#). It is a working paper on which we'll build with our fall activities. It results from your summer efforts synthesized by our drafting group, to whom I extend my appreciation once again. I edited their work and submitted this interim report to President Flanagan late last week. After his opening breakfast speech, this report will be available to the entire USM community on the President's website. I am pleased by his response to our preliminary report and his enthusiasm for the work the MUSG has done and will do. I have known David for 40 years and trust his judgment about distributing our interim report in this manner.

As I said in my last note to you, early in the fall I hope we'll proceed with a Resources Person team meeting to refine and develop our preliminary recommendations and with a meeting of the full MUSG to discuss our interim report, its refinement, and our next steps.

My deepest gratitude goes to all of you for your contributions to our work together. It remains a privilege and a pleasure to join you in the MUSG effort, an endeavor with which I'll be able to carry on after successful heart surgery on Monday.

I hope you all are enjoying these beautiful days of August; and with thanks to you again for your support, sincerely

Dick