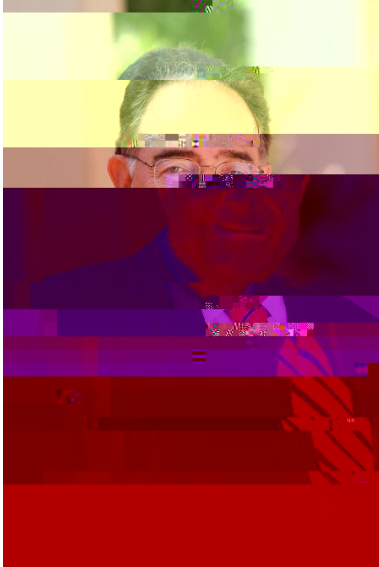


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**Greetings fr**

and other strategic priorities. These visits will be central to shaping my work as chancellor.

To that end, I'd very much like to hear from you. You can respond to this letter, or share your thoughts on any USM issue, by writing to me at [chancellor@usmd.edu](mailto:chancellor@usmd.edu).

I hope you share my excitement for what we'll achieve together. It is the privilege of my life to be able to work with you to make our extraordinary USM even better.

Sincerely,

Jay A. Perman, MD  
Chancellor  
University System of Maryland

