

HARVARD
FACULTY OF ARTS AND SCIENCES



Dear Colleagues,

As we approach the end of an extraordinary academic year, I write to express my sincere gratitude for your tireless dedication and service to the Faculty of Arts and Sciences. Your hard work helped to preserve and advance our teaching and research mission and importantly, to bring our campus back to life. Thank you for all the ways – big and small – that you supported our community this year.

As we look ahead to summer, please schedule and take vacation time. We all need time to rest and recharge. For some colleagues, the summer is an especially busy time, and these activities may require an on-campus presence. DCE will be running robust summer programming, our facilities teams will be busy upgrading and maintaining our spaces, and finance staff will be closing out the fiscal year. However, when possible, I urge you all to take advantage of the opportunity to enjoy flexible work schedules including remote, in-person, and flexible hours with manager approval. **Please be attentive to local guidance, as your department or unit may have specific expectations.**

Finally, please make some time this summer to plan for the fall, when our campus will again be humming with students and faculty, and our continued support of in-person teaching, learning and research, should resume. In support of our mission, every administrative team should create a well-defined and documented schedule for their staff that includes expectations about on-campus presence **by August 15th**. Each unit will be different, and managers should include hybrid options for employees as long as the work allows for this flexibility. Additional guidance will be forthcoming. Please also include a date for when your fall schedule goes into effect, which should be **no later than**

August 31st – understanding that this date will vary based on local needs.

On a personal note, I want to thank you for welcoming me to the Harvard and FAS community this year. I know I haven't had a chance to meet all of you in person yet, and I look forward to meeting more of you and working with you this coming year.

Thank you again for all you do to support the FAS. I wish you a joyful and restorative summer.

Best wishes,

Scott Jordan

Dean for Administration and Finance