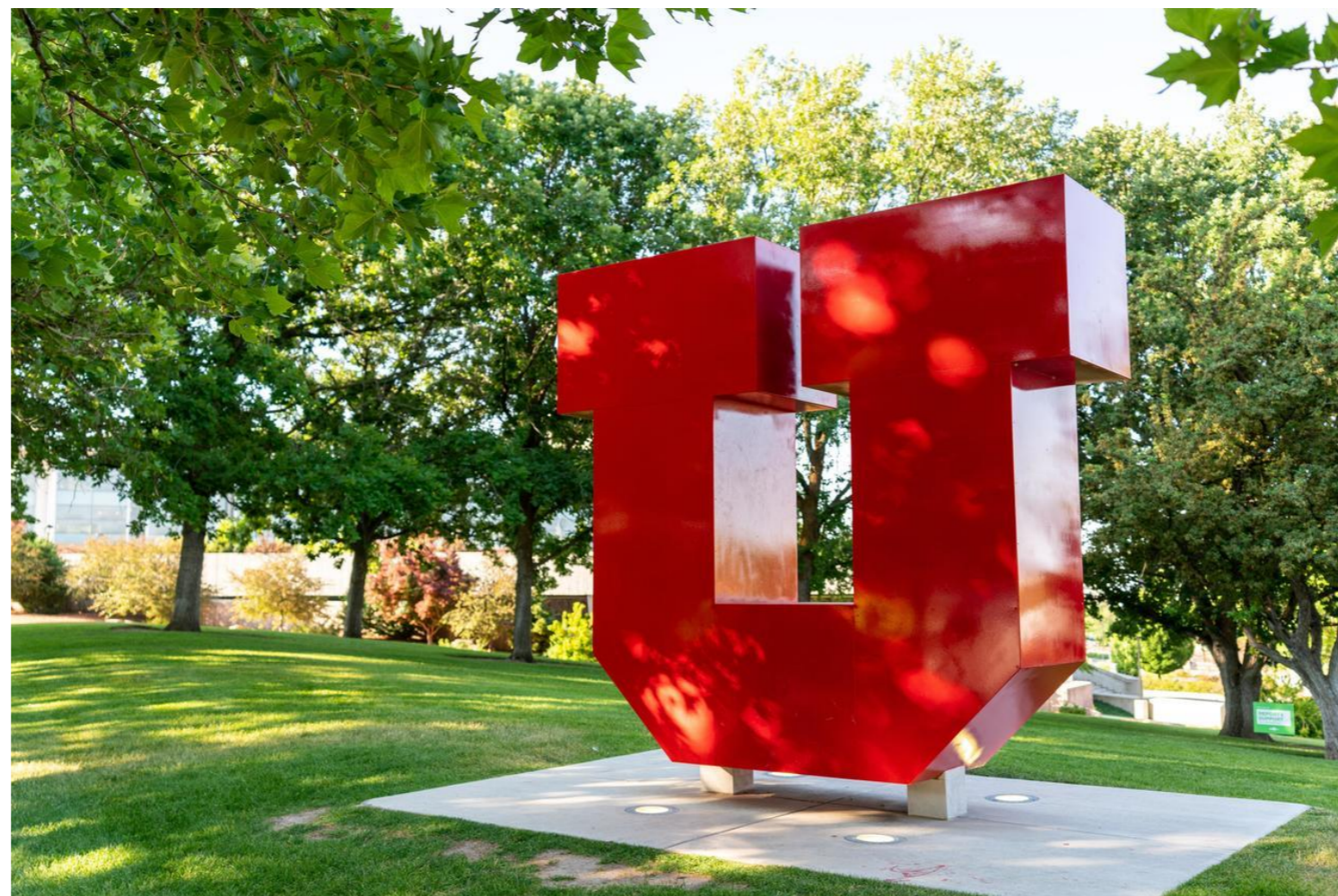


Provost Perspectives

A newsletter from the
Senior Vice President for Academic Affairs



During this time of ongoing change, I met yesterday with members of our Council of Academic Deans and Academic Leadership Team to discuss external forces—from state legislation to executive orders from the White House—that are reshaping the higher education landscape.

These pressures demand that we demonstrate value, improve efficiency and reinforce the impact of higher education. Instead of allowing these forces to dictate how we change, at the U we are choosing to invent and design our own future. We are using this moment to create something better: a university that is stronger and positioned not just to weather the storm, but to maximize our impact and improve the experience for everyone who learns, works and teaches here.

The [Impact 2030](#) strategic plan will clearly define where we are going, but to get there, we need to not just improve what we do, but reinvent how we do it. We can't reach our goals from where we are today. The reality is that we have built workarounds to navigate inefficiencies rather than fixing the systems themselves. We are brilliant problem-solvers, but too often, that brilliance is spent compensating for fragmented structures rather than advancing our mission.

If we want to free up resources to invest in in our mission, we must acknowledge that we are siloed. While these silos have allowed units to build their own successful ecosystems, they also limit collaboration, efficiency and our ability to mobilize resources strategically. We know our funding is not increasing in the current environment. Without improving how we operate, financial pressures will make it harder to sustain, let alone grow, our mission.

We have significant work to do, and we need to be aligned and collaborative as we proceed. We've heard from many of you that internal communication about changes needs to be better. That feedback is shaping how we move forward. We'll be discussing how we strengthen internal communications together in the weeks ahead. As we work with communicators campus-wide toward improvement, I am asking for your help with this process and with reinforcing the message that the changes we are working toward are:

— Coordinated to directly support Impact 2030 goals for student success, research excellence and societal impact, or

— Designed to ensure we have the foundation—the talent, systems, spaces and financial resources—necessary to realize those goals.

As we plan and pursue change initiatives, I encourage you to communicate frequently with your teams, chairs and college leadership. They will share your feedback with our Academic Affairs leadership team so we can better understand and respond to your concerns and ideas.

Change can be unsettling, but the U is in a strong position because of you. Through your ongoing work to reinvent and redesign our institution, we are positioning ourselves for success. I'm grateful for all you've done—and continue to do—to help us pursue our mission, and I ask for your partnership in building our shared future.

— Mitzi M. Montoya