



During spring break I began paging through [The Agile College by Nathan Grawe](#) and it was the most elucidating read on the changing realities of higher education. Grawe brings national perspective to what you have already heard in enrollment and budget briefings across campus, university budget committee meetings, and messages on reallocation from the Chancellor's Office and/or President Mahoney. Grawe outlines how a decrease in college-going people across the nation will force colleges to adjust. While he takes into account a number of factors such as immigration restriction and interstate migration, ultimately, as [one vice president in enrollment management noted, "if they weren't born, they're not going to college."](#) For sure, the higher education landscape will change considerably in the next ten years. In addition to the demographic change, [technology is expanding how we can deliver curriculum](#), [rising healthcare costs are impacting higher education allocations](#), and [students are increasingly questioning the value of higher education](#).

Being agile will be key in successfully riding through the enrollment and budgetary challenges with each of us committing to our expertise. Departments such as Accounting and Psychology have taken themselves off of impaction. Women and Gender Studies and Jewish Studies are now sharing an administrative assistant. In Liberal and Creative Arts, the college marketing team has moved their reporting line to the university wide Strategic Marketing and Communication unit to better serve the needs of the larger campus. Other units such as the College of Ethnic Studies continue to cap their courses between 45 to 49 students as they had been doing before the pandemic, in their continued commitment to balance sound pedagogy with fiscal responsibility. It will require all of our participation no matter how small to create a workplace open to change during this time. I have seen how our campus can be a nimble elephant when faced with a pandemic. I am confident that we, even as a large institution, can responsibly transform ourselves with grace.

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