



agency guidance, we'll work to communicate directly with those who may be impacted.

Remember that executive orders and guidance memos don't have immediate effect in most cases. Impacted agencies and departments must interpret them and then provide further guidance to contractors or grantees, who will, in turn, need to review that guidance and determine how to comply. That process should give us time to analyze and assess executive actions or directives, and determine their potential impact on UA. **While swift changes and proclamations are unsettling, our actions as a university system will only change once the guidance is clear and we are confident it aligns with existing federal laws, regulations, and processes.**

A lot of the uncertainty over the past week has surrounded our \$240 million+ in federal grants

federal changes, I want our researchers in particular to know that I appreciate each of you and the valuable work you do.

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