



THE UNIVERSITY OF ARIZONA

College of Agriculture
& Life Sciences

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"I have been through some terrible things, some of which actually happened." Mark Twain

Dear Colleagues,

Today Governor Ducey released his budget recommendation. This recommendation includes a \$21M cut to the University of Arizona – Main Campus. At this point there are some things I'd like you to keep in mind. The first is that it is a *recommendation*; the final budget will result from negotiations between the Governor, the Arizona Senate and the Arizona House of Representatives. No one knows when exactly, between now and July 1, that the final budget will be agreed upon.

In the next weeks there will be a lot of rumors and that is all they are. In Jeffrey Ratje we have an exceptional chief financial and business officer who can distinguish financial fact from fiction. As soon as I know facts you will hear them officially from me. There will be no hidden agendas; if I, the associate deans, unit heads or Experiment Station unit directors say something, it is to the best information we have at that time.

Please know also that the college is in a much better position to meet any coming challenges than we were three years ago. We have much better financial systems that enable us to budget very accurately and make sure every dollar we do have is actually working for us. We have a much better understanding of inequities in our system so we can ensure we don't make these worse and we can remove them. The associate deans know well our critical and exceptional needs in teaching, research and Cooperative Extension. Our unit heads are committed to delivering strong management and leadership, and making decisions close to the action; they are focused on working together to raise all of our boats. We have an "unfair advantage" in our Hatch and Smith-Lever funds and will have, by July 1, a new strategic plan from our Experiment Station unit directors to provide a better infrastructure for academic unit success. Our appointed professionals and staff are the foundation on which the college stands and this foundation is knowledgeable, skilled and committed—it is firm. There are significant cash reserves in the units and I commit to you that these will be used when necessary to protect our most valuable asset—you.

Today, the only thing that is inevitable is change; even without a structural budget deficit in Arizona we would have change in the college. We can choose to control our destiny, or not. I know what I prefer.

The implementation of Responsibility Centered Management (RCM) on July 1 is a very good thing for us because it helps us control our destiny. RCM will clearly show when we are

successful and have earned more money. We are very well placed today to receive more money in the college budget today. We have been for two years. We can choose to be successful and, under RCM when we are, we will *increase* our budget.

You have knowledge, skills and talents. We need these today. More importantly, though, you have the capacity to be a leader. Everyone can lead; it has nothing to do with your job title. It's a decision you make. Don't wait to be asked; just do it. You have the capacity inside you and we all need your committed leadership. Everyone will be thrilled when you do and you will make a positive difference.

Best regards,

A handwritten signature in blue ink, appearing to read "Shane C. Burgess", with a long horizontal flourish extending to the right.

Shane C. Burgess

Vice President for Veterinary Sciences and Cooperative Extension
and Dean, College of Agriculture and Life Sciences