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Dear Colleagues,

Most of us will be taking some time out from our work (or at least be able to get work done without the normal routine around us) for the Thanksgiving break. I encourage you all to catch up on sleep, family time and personal projects. I am grateful for the time you put into CALS but I am very aware that we all need time out to recharge.

This is the first Thanksgiving holiday that Jennifer, Aidan, Ailey and I will spend in Tucson. I am extremely thankful not to be traveling far afield. For those who are traveling, I wish you uneventful travels.

This Thanksgiving has brought two things to my mind. In October's letter, and at the Fall Faculty/Staff meeting, I talked about investing in ourselves. Fundamentally, I think that we all invest in things that we consider valuable. I have noticed that our donors are no different; they have a passion that they want to make a reality and they also want to invest with someone that they trust to help them realize that passion. In the last decade CALS has received over \$85 million of private support that has been used very strategically to enhance the amazing work you all do and which has impacted thousands of people. I am thankful not only for our donors' generous financial contributions, but for our volunteers' time and energy that they share with us and our students, and also for their insights, wisdom, passions and visions that they share with me when I meet with them.

Something that I didn't think about until recently is that one thing that grant-making corporations and foundations, and sometimes private donors, consider when deciding which universities deserve their investment, are employee giving participation levels. They want to know we support our communities before they support us. Through the "UA Cares Campaign" for employee giving, you have the opportunity to show your support for **any** UA program or **any** non-profit organization. If you consider a program or non-profit organization meaningful and relevant to you, you can make your gift easily through UA Cares. Giving through UA Cares enables us to identify employee giving participation levels that we can use to help our donors recognize us as people they can invest in with confidence.

Also at this time, when traditionally people are spending time with those they love, I would like to remind everyone that I strongly encourage us all to always look for flexible approaches to balance employees' needs with units' workloads. Specifically though, please remember that UA has a policy <http://www.hr.arizona.edu/policy/218> to support employees who have special needs for family or medical leave.

Happy Thanksgiving to you all.

A handwritten signature in blue ink that reads 'Shane'.

Shane