

October 5, 2012

Dear Colleagues,

It's been a while since I last wrote to you but my intent is only to write when I've got something to say that I think will be worth your time reading. In this letter I want to follow up from my September 7 "All Hands" meeting, re-emphasize some specific things and introduce some others.

If you take a look at the Faculty Consultative Group (FCG) report (<http://cals.arizona.edu/dean/cals21/fcg/index.html>) you will see a list of recommendations on page 4. This list is divided by our three mission areas and a fourth "general" category. I have distributed these mission area recommendations to the associate deans as appropriate to their areas of responsibility and I am working directly with the FCG on recommendations 22-24. I am assuming that these recommendations are the faculty's recommendations as, by definition, the FCG represents the faculty (tenure and continuing-track as well as non-tenure eligible). I have asked the FCG to review its own operational mechanisms and procedures to ensure that it is indeed appropriately representative. Please contact Joel Cuello, FCG co-chair, if you have any concerns or comments as they do this.

I am now asking the FCG to focus on "how" we as a college realize the recommendations in this report by 2021—specifically, I have asked them for implementation plans. The FCG will need to work with the department heads, county extension directors, as well as center and institute directors, as appropriate, during this process. There will need to be prioritization; some recommendations may also be removed and some new ones could be developed. The document on the website will be updated as it changes. To reiterate, the FCG represents the faculty and is key to CALS faculty governance. You have both the opportunity and the obligation to have your voice heard. I also urge all faculty to read the appointed professionals and staff input from last semester.

One final thing on this process—I believe that our future will almost certainly not always be defined by consensus but by using working models that are developed and implemented in a coordinated way between the faculty and with those with authority, responsibility and accountability delegated by the Arizona Board of Regents.

In addition, the Dean's Research Advisory Committee (DRAC) is also prioritizing its recommendations. CALS is currently to double research productivity by 2020 and this cadre of CALS' research experts is charged with identifying the best way to make this happen. These DRAC recommendations must be taken into account as implementation plans for the FCG recommendations are developed.

Successful organizations all have a clear identity and unity. I believe we need to be united as a college and recognize that we all contribute in different ways to our overall college missions of teaching, research and service. This means that it's perfectly acceptable for you to be stronger in one of these mission areas than in others—so long as we fulfill all of our mission areas as a college. Our provost agrees. This concept is extremely important as we focus on delivering on ever-rising expectations with a diminishing funding base. Unity is also one reason why everyone has been invited to have input into our CALS Purpose, Mission, Vision & Values document (<http://cals.arizona.edu/dean/cals21/purpose-mission-vision-values.pdf>). This is a living document that will change as we need it to change. The purpose statement is especially important—it has to work for everyone and yet not be a platitude.

We also must have a united voice and brand that works for all of our stakeholders and all of us. Especially in our case, as a not-for-profit public service entity, we must connect what our stakeholders need us to deliver in the 21st century to what we actually deliver and to what we say we deliver. Our people and the diversity of the programs we deliver in our three mission areas are strengths. Our geographic distribution is fundamental to the college and is another strength. However, these are also potential weaknesses if we cannot be clearly recognized. It is essential that all signage, websites, letterheads and everything else that is our public face be consistent and identify us not only as part of the University of Arizona but also part of College of Agriculture & Life Sciences. As I mentioned on September 7, this work is ongoing and you will hear more about it.

As I stated above, we have to deliver on ever-rising expectations with a diminishing funding base and my last letter discussed the reality of workload reassignments and the need for administrative transparency and equity in this process. Furthermore, we are now working, for the first time, in an environment of *performance-based budgeting*.

While *performance-based budgeting* allows us to build on our strengths, it also requires that we collect more objective measures, do comparisons and be compared. We will be implementing these comparisons this year and will do so in a transparent manner. Please remember that during this process no single one of our three mission areas is more important than another and it is expected that you must be focusing on some areas at the expense of others. This focusing is critical so that, when compiled, everyone's different contributions will enable the college to deliver excellence in our three mission areas as a whole.

Just as the college must deliver on our three mission areas, so must the university, and CALS is a critical component of the university. By definition, all of the colleges are different and the provost is working directly on how each college will deliver on the ABOR 2020 enterprise targets. I hope that over the next months we will be given more specific targets that will allow us to better focus on how we are to play our part in the UA attaining the ABOR targets and how we target our investments in the context of Responsibility Centered Management 2 (RCM2).

Finally, I want to reiterate the last slide from my September 7 talk. The more people I speak to, the more I am convinced that the recession we are working through has both changed our economic paradigm and has ushered in a new generation. Together we are our society's public mechanism that delivers new people and new knowledge into this new economic reality. This isn't easy, but we have seen major changes before and colleges like ours have always been relevant and responsive and at the forefront; just as we can claim to be today. I believe that we need to do no less than reinvent the college and its units and how it works for us first and then for our stakeholders. We are seeing excellent examples in the creation of the new School for Animal & Comparative Biomedical Sciences, serious traction on revolutionizing veterinary medical education in the USA for Arizona, and the recognition by the Arizona Board of Regents that a new focus on Cooperative Extension—specifically for 21<sup>st</sup>-century economic development—is something the state of Arizona should prioritize.

Sincerely,

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

Shane