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Dear Colleagues,

CALS Executive Council and I discussed the FY18 budget on June 5. This meeting came on the heels of the all-college May 9 Budget Retreat and a June 1 Academic Unit Head meeting to gather information so that I could make the best-informed decision possible. I want to thank everyone who responded to the shared governance budget surveys, provided their thoughts on the priorities and their ranking, and/or who took part in the Budget Retreat. In any complex decision, complete information is a luxury not often available; however, this has been the greatest shared governance involvement in college budgeting since I joined CALS in 2011 and I believe we made the best broad-based effort to get as much information as practicably possible.

To put the FY18 budget in context, all of our appointed leaders have provided me with their best advice as to how we should prioritize investment to have the best chance of realizing our share of UA's task—our academic unit heads did so from the perspective of your disciplines across the three mission areas and the associate deans from their perspectives of college-level mission delivery. Each gave advice in the context of our four college goals. The Faculty Council did a lot of work. Dr. Kirsten Limesand led a task force to develop a graduate funding plan to put our teaching *assistance* and PhD graduate research assistant funding on clearly defined, separate, and equitable trajectories (TAs are connected appropriately to undergraduate teaching delivery only; GRA investment is aimed to stabilize our PhD programs and provide CALS PhD students more support funding predictability).

Despite all of the work and discussion, there is no consensus on FY18 budget priorities. This is no surprise given the exceptional and intentional thought diversity of our college's appointed and elected leaders. I now must make my best decision for the next few years' budgets based on all of the input I have received and in the context of:

1) practically flat undergraduate enrollments in our majors since AY2013-14;

2) gradually decreasing numbers of students matriculating into the U.S. universities from now until 2025, after which there is a precipitous predicted drop;

3) transformational shifts in the demographics of people seeking higher education (more first generation especially minority students as well as more older and more professional students seeking part-time and/or online coursework to complete degrees);

4) headwinds against federal research funding; and

5) potential building renovation costs.

These factors all affect our five-year predictive budget model.  The model has proven robust since FY12 and it saw us through the Great Recession.  However, it doesn't run itself and has required our data solutions team and central and unit business officers to have been working through its sophisticated structure since late last Monday afternoon.  I thank everyone involved for this intensive work.

As I have said often, my decisions are always guided by our four college goals, especially our foundational goal, and our college strategic plan's actions to attain them.  Budgets simply express priorities in dollars and the following FY18 budgeted investments of $5,551,985 does so.  This budget invests in YOU, our *existing* appointed professionals, faculty, staff and students, first--because by doing so we give ourselves the best chance of achieving our goals.

| Fiscal Year | FY18 | FY19 | FY20 |
|---|---|---|---|
| Tentative All Employee Mandated Salary Adjustment | $1,950,369 | | |
| Faculty Promotions, Retentions, Equity, and Merit[1] | $550,604 | | |
| Teaching Assistants[2] | $331,000 | | |
| Research Assistants[2] | | $108,000 | $215,000 |
| Professors of Practice (13 in 7 units) | $1,232,550 | | |
| Tenure/Continuing Track Positions (7 in 6 units) | $819,683 | | |
| College Startup Funds (3-year commitment only) | $487,500 | | |
| CIVITAS Learning[3] Analyst and one Advisor in CAS | $150,000 | | |

1. This is the most that the college has funded for faculty merit increases since records began.  It is 1.7 times as much as originally budgeted for FY18 because of very proactive unit heads, supportive Executive Council and my priority to invest in exceptional performance.

2. These are investments as requested in the *CALS Graduate Funding Task Force* plan (led by Dr. K. Limesand), the Faculty Council's top priorities and very high unit heads priorities.  The Research Assistant investment is spread over two years to ensure the budget does not go deficit.  Attaining teaching mission targets ahead of predictions will allow me to move Research Assistant funding forward.

3. CIVITAS Learning is a cloud-based predictive analytics platform and tools to improve student persistence, retention, and graduation.

Jeffrey Ratje will advise unit heads of the detail for changes in faculty salaries and faculty hires.  All Professor of Practice hiring may proceed immediately upon receipt of the notification.  The Tenure/Continuing Track positions must await provost and VPR approval.

The one high priority missing from the budget is a college merit increase process for centrally funded APs and staff.  This is a priority for me but we don't yet have a plan for UA HR approval and so I can't budget it.

This is an aggressive budget and it contains risk.  You can see the calculated number of new student majors and/or SCH numbers we must achieve to balance each fiscal year on the overall [college budget](#) as of June 9, 2017. This budget assumes that we will grow in student numbers to avoid the predicted deficits beginning in FYs 19 and 20.  I have confidence in your leadership to attain or even exceed our needed teaching mission targets.

Regards,

Shane C. Burgess