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Dear Colleagues,

It has been quite a while since I wrote one of these letters and that is because I don't want to fill up your inboxes unless I have something to talk about.

I want to first say thank you for all that you have done to make us successful this year, no matter what your job title and role. I hear from my colleagues nationwide that colleges like ours face challenges when it comes to articulating what we do and our value, and one way to do this is simply to demonstrate it. You do this every day and I hear every week from students, parents, alumni, supporters and the general public that you do so. We do have a presence in the University, at the level of the Regents and Arizona State Legislature, and you are responsible for this.

Looking to 2014, President Hart has clear goals for the university that represent changes to status-quo paradigms. Provost Comrie is putting together the plans to reach these goals and, because of what we do and who we are, CALS has opportunities to be a leading college in realizing these.

One opportunity relates to a view that many people hold that our educational system is acting as a friction in today's world: slowing people's potential progress down and so also, the country's economic progress. From kindergarten through high school, college and graduate school, there is a belief that we learn few skills or attitudes in "school" that would ever help us start a business or be entrepreneurial thinkers that drive innovations within businesses, government or non-profit services—skills like sales, networking, creativity, cyber-intelligence and comfort with failure. Moreover, few enterprises or individuals are successful without a diverse network of advisers and mentors, potential customers/clients, vendors and a talent pool to employ.

Why would CALS care about the economy, about commerce or even business? Isn't that the domain of another college on campus? Of course we absolutely support our students getting minors or specific post-graduate degrees in the classic business disciplines, but every faculty member in this college can easily explain how what they do has a direct and very positive impact on our society and the economy—why our degrees are good for getting jobs and for building careers. Something that many people don't know is that most businesses are actually started by people, like our graduates, without a degree from a "business school" (<http://www.eastbayscore.org/>). Of course, to stay in business, all successful businesses employ people with business degrees.

However, businesses are generally started by people with passion and conviction who believe in what they are doing more than anyone else; they have done their research, testing, and planning and they have confidence in their technical skills and ingenuity. We give people all these things in CALS. Also everything we teach, research and extend into our communities has a direct positive impact on our

economy writ large. One of the reasons that I love my job is that I get to meet a lot of UA graduates who are successful entrepreneurs; some of them in social fields, some in business, but most both. Very many have CALS' degrees.

Human history can be viewed as a series of equilibria punctuated by crises solved by creative and innovative responses. The press is full of naysayers who believe that students "happen to retain creativity in spite of their schooling, not because of it." Under President Hart's leadership the University of Arizona is responding to this challenge through its "100% engagement" initiative. Also, although STEM-related jobs are growing 60% faster than other fields, in the now clichéd "chaotic and unpredictable economy," so-called "soft skills" are critical for people who want to get ahead. There are two job markets: the formal—where jobs get filled through résumé submissions in reply to posted advertisements—and the informal—where positions are filled by employers using their networks of personal friends, colleagues and current employees and asking who would do a good job. Whereas the formal market accounts for only about 20% of jobs, the informal accounts for 80%. In CALS specifically, Bart Cardon Associate Dean for Career & Academic Services, Joy Winzerling and Assistant Dean for Careers, Commerce & Industry, Mike Staten are leading interrelated initiatives centered around specific internship opportunities, competency-based learning, a new Career Center that will help build our students' networks and the Forbes Lobby renovation that will demonstrate that we are relevant to tomorrow in all the CALS' disciplines. You will be receiving more information about these projects from Dr. Winzerling.

Regardless, I believe that the "secret" of success can be boiled down to one word—discipline. Discipline does not mean austerity; it means focusing on the future and taking gradual steps to realize that future—exactly as Norman Borlaug realized his vision for the green revolution in developing countries. Many of these countries are now world economic powers. I sometimes wonder if these same economies are better at long-term thinking than the U.S. or Europe today. That we have forgotten that is necessary to have a plan and work to the plan to realize goals. In CALS, as we together invent this college's future after the budget cuts imposed by the great recession, I believe that we need the discipline to continue our structural changes and to keep focusing on our goals. Not to do more with less; but to take advantage of opportunities in efficiencies and effectiveness. Not to save money by cutting people; but by protecting people who are our most valuable resource. Not to try to manage a response to different financial and budgetary realities we may feel are imposed on us; but to keep our sights firmly fixed on our essential mission to create new knowledge to teach, and to extend new knowledge to help build a better and stronger society.

I encourage every one of you now to take a break these few days over the holiday period and do what is really important in your life with your families and friends. Take a real break, recharge and let's all get ready for the next year in the college's history when together we will continue our history of being a positive force of change in our world. Best wishes for a happy and restful holiday season.

A handwritten signature in blue ink that reads "Shane". The signature is stylized with a large, sweeping initial 'S'.

Shane