

October 23, 2012

Dear Colleagues,

This week the college-level strategic plan Phase III draft will be put on the CALS website as a MS Word document (see: <http://cals.arizona.edu/dean/cals21/newstrategicplans/index.html>). This document has been compiled from the work that has been done by many CALS people since January: general faculty, faculty with administrative duties, staff, non-faculty appointed professionals, students, and very many and diverse stakeholders. It is now ready for you to comment on. Please email your comments to me with the heading "College Phase III strategy document." Please download and edit the document directly with a comment box, or using track changes, or by highlighting so I can see quickly what you are talking about. If you do this I can capture and compile these comments most easily.

CALS has a matrix structure (see diagram in the plan). This means that daily we must work through problems together to come up with models that take us forward. We need to continually review what we are doing to make sure it is taking us where we need to go and change what we do if it isn't working. Over the last 10 months we have undergone a strategic planning process that began at the frontline with you. It had to start where people make the daily decisions and deliver on our three mission areas—in the units and in the counties. It had to start with real questions that made us take a look at ourselves in the context of today's reality with those directly facing today's realities. The process then moved ever centrally, both in an administrative sense and also in terms of faculty governance.

I want to reiterate that this plan isn't an end in itself; it's not a product but a tool. Our product is what we do each day in all three mission areas, and the strategic plan, when it's "finalized," is only a living guide to help us think and communicate and respond as circumstances change.

*"Strategy is a system of expedients. No plan survives contact with the enemy." Helmuth von Moltke*

In going through this process I have learned a lot. I still am learning a lot; I think many others are too. Many things that were a good idea before don't seem so appropriate today. Equally, what seems like a great idea today may not be in 2021.

While we have been engaged in this as a college we have changed provost and president and this simply underscores that we don't work in a vacuum. I was asked to deliver a CALS strategic plan, in a defined format, to the Provost's Office on Monday, October 15. Because of the work that you have done, I was able to do so. All that I delivered on Monday was the plan that I refer to in today's letter, plus the three mission areas' plans (i.e., Agricultural Experiment Station, Career and Academic Services, and Cooperative Extension) that are already on the CALS website. In the next week I will be adding material

to the document submitted to the provost. A lot of that will be taken from Gene Sander's 2010-2020 strategic plan, which has a lot of very relevant background detail and served as our starting point. Overall, I don't know what the final UA document will look like or when we will see it, but we will need to be able to adapt to it as we move forward.

Sincerely,

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

Shane