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THE UNIVERSITY OF ARIZONA

March 10, 2024, 10:09 a.m.



Dear Colleagues,

On Friday, 3/8/24, Jeff Ratje and I met with CFO John Arnold; Provost Ron Marx; CBO Garth Perry; Manager, Analysis and Decision Support Ma Kennedy; and AVP Marilyn Taylor for our ALVSCE All Funds Mul. Year presentation. At the very beginning John asked us to describe how you were feeling and doing. Jeff and I replied that morale was very low, people are burned out, and there is a lot of fear and low trust.

We felt listened to and respected, and I believe our key points were understood: that history matters; we have been and still are doing our jobs; and we can and do connect every dollar with the outputs and outcomes we have been asked and mandated to deliver. In short, we have been doing our share of the task--and we can show it, using data as well as the subjectivity critical to measuring our mission delivery.

We pointed out, with data, that we are managing our finances effectively and efficiently (consistent with our **third strategic intent**), and that we implemented *extraordinary*, though painful, cost-savings measures ahead of the UA curve as soon as possible (the beginning of FY 24) because we were predicting and warning about what was happening, as best we could, for a long time.

John and Ron agreed that implementing 5%, 10% and 15% decreases across the board in CALES is not strategic, fair, or equitable.

In addition, we made the point that, since 2015, CALES students and their families, through tuition, have in our opinion unfairly and inequitably been required to shoulder UA costs, especially those of the Arizona Experiment Station. Because AES has a zero-based budget and Cooperative Extension is funded by a specific state line, it was not appropriate or possible to provide a 5%, 10%, 15% costs reduction plan. We also said that we must continue to do our ordinary business well every day--as we do.

Based on specific data, we requested increased investment for all three entities we were reporting on.

John and Ron seemed to us to be listening, receptive and interested in, and thoughtful about, what we are doing.

Our slides will be posted on the [ALVSCE website](#) by Tuesday, and I will discuss them in more detail at our [Spring Town Hall](#) on Friday, 3/15. Academic unit heads, business officers, shared governance representatives, and division leaders meet on Tuesday, 3/19 for our next shared-governance Business Retreat.

There will almost certainly be more meetings and communication after the end of the 3rd financial quarter. I will report to everyone once we have heard back from central administration, which I expect to be no earlier than mid-April, and/or if there is something substantive to report to you at any time.

Best wishes,

Shane

Shane C. Burgess

Vice President, Division of Agriculture, Life and Veterinary Sciences, and Cooperative Extension

Charles-Sander Dean of the College of Agriculture, Life and Environmental Sciences

The University of Arizona

This email was sent to: ALVSCE faculty, staff, and postdoctoral research associates.

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Land Acknowledgment

We respectfully acknowledge the University of Arizona is on the land and territories of Indigenous peoples. Today, Arizona is home to 22 federally recognized tribes, with Tucson being home to the O'odham and the Yaqui. Committed to diversity and inclusion, the University strives to build

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sustainable relationships with sovereign Native Nations and Indigenous communities through education offerings, partnerships, and community service.