

October 31, 2011

Dear Colleagues,

Some of you may have noticed that I skipped a letter for September. In part this was because my family and I were moving from Mississippi and also in part because I really didn't feel that I had a lot to say that was different from the previous letter. However, I do want to make up for it in this letter (and break my one page rule).

First, I want to summarize the last two months as far as where we are with our transition objectives. Thanks to all involved I think that objective 1, to make the transition to a new CALS deanship as smooth as possible, has so far been successful. However, on Halloween Vice Dean Colin Kaltenbach gave me his letter of retirement, effective January 2012. Despite multiple appeals at various events around the state, no one succeeded in changing the date to January 2013. Seriously though, Colin has been an invaluable asset to me and the college since before I arrived on August 15 and I will forever be grateful for his support, wisdom and work. I am sure that I only know a fraction of what he has done since Dean Gene Sander left.

Objective 2 has been successful in that I have been learning as much as I can about our college by visiting many of you on campus and across Arizona. I did, however, not make my optimistic deadline of visiting everyone by October 15. Unforeseen issues changed my travel schedule; my move in September slowed us down and there truly is a lot to CALS! For good reasons, some of you have seen me more than once. For those I have not yet visited, this is not at all a reflection on your importance or value to CALS; it is rather a reflection on the number of hours in a day, the number of miles in Arizona and the laws of physics. Rest assured that Debby Janes, Kirk Astroth, the unit heads and I are working very hard to fill every daytime hour I have so that I can meet with each of you.

Objective 3, meeting our alumni and other stakeholders, is ongoing and will continue to be a high priority and a large and essential part of my job. I have met some amazing people in my life but this is the first time that I have met so many in such a short period. I have asked much of our development team and I can assure you that they are extremely dedicated, hardworking, professional and accomplished. As a college we need to do all that we can in alumni and stakeholder relations, and we have only 4 people on our development team to cover our entire college. However, I have seen on my travels that many of you are very talented in this area. Although we must rely on our development team to guide us and help us with professional advice—as well as make sure that we don't trip over ourselves—we each must also play our part when we can. I am a proponent of open, timely communication and I cannot emphasize enough how especially important communication is in development. Please ensure that unit heads and our development/alumni team know what is happening in your area.

Objective 4 focuses on the searches for our three associate dean positions—Academic Programs, Research and Cooperative Extension. Colin Kaltenbach, Mark Riley and Chuck Hutchinson have, along

with their committees, been pushing extremely hard and the three national search processes are proceeding quickly. I hope to provide some specific news in the November letter.

I want to turn now to the *CALS Faculty and Staff Meeting*, held on October 26 in the Student Union South Ballroom. Firstly, I want to thank the organizers for all that they did. This was an extremely impressive event. I want to thank speakers Jim Knight, Bill Matter and Teresa Noon for their excellent presentations and congratulate the award winners; you are all inspirational.

For those who weren't present I would like to summarize my address to CALS: With respect to our budget forecast in FY12 and FY13, CALS is picking up salary commitments coming due from pre-recession UA hiring initiatives. In addition, searches are underway, offers have been made and people are due to arrive. When combined with the FY12 and 13 budget allocation, this means that CALS is currently facing a more than \$500,000 deficit up to FY14 (even taking potential retirements and resignations into account). Added to this, we have no idea what will happen in FY14 when the 1% sales tax expires.

However, while we need the fiscal discipline to face the reality of our budget realities, we simply have no choice but to believe that we can see this through successfully. We have 256 tenure/continuing track faculty, 224 appointed professionals and 660 classified staff; in other words we have 1,140 different careers and families that we need to consider. The unit heads, the executive committee (especially Sandy Pottinger) and I are working together to mitigate the effects of our budget reality through to FY13 when we will have a better idea of what FY14 will look like, by identifying as many mechanisms and potential options as we can.

In short, though, Sir Ernest Rutherford pretty much summed up our reality: *"We have run out of money. It is time to start thinking."*

More importantly though, while we do face immediate challenges **I am also asking you to envision what we should look like in 2021**: In ten years, what will CALS be offering our students, the state and the world? How do we become the college for the 21<sup>st</sup> century? It is only by having a vision that we can identify the steps we need to take to make it a reality. I doubt that this recession will be a dim memory in 2021 and in 2021 people will say, "we are where we are in 2021 because of those in 2011." Let's work so they are thankful for the decisions that we make today.

CALS is the UA's college historically charged with developing that part of our economy that derives new and sustainable wealth from the sun, and we must continue to be a major economic driver for Arizona. Despite, and because of, our budget reality we must identify strategic priorities. CALS has three distinct mandates—teaching, research and extension—and is the most geographically dispersed college in the university. To achieve a sound strategic plan with definitive goals and specific actions for the next 10 years requires all of us to be innovative and entrepreneurial. Risk taking will be part of our future.

From January to June 2012 we will all (not only our administrative leadership) be quantifying where we are now, identifying where we need to be in 2021, and then defining what specific steps we need to take to get where we need to go in the context of our budget. We need to consider how technology can enable us. Whatever job you have on our CALS team, you need to understand how it adds value. If you don't understand, find out. Everyone needs to contribute ideas and we need to implement the good ones without delay. This will also be an iterative process that will allow us to develop our college and

unit goals in a coordinated way that will also inform, and align with, the provost's strategic planning for the university.

I am a proponent of the power of interdependence to maximize resources and optimize results toward collective goals. I want to ensure that we not only work interdependently within CALS, but also that what we do is consistent with the UA so that we can leverage our resources with those based in other colleges and the university's service units.

With the help of my visits within CALS, and discussions with stakeholders and alumni, I have developed the following draft visions for CALS. These are consistent with the overall guiding principle that CALS must be a major economic driver for Arizona. I am putting these out for discussion between now and January.

For the colleges of our type, we will be national leaders in:

1. *Producing the most employable graduates who can not only be most competitive for existing job opportunities but who can do jobs that don't yet exist and also create new jobs.*
2. *Having the most engaged alumni, supporters and legislators.*
3. *Being the most valuable to the state's economy.*
4. *Being the most cyber-savy.*
5. *Being primary drivers of the bioeconomy.*
6. *Being regionally responsive and internationally relevant.*
7. *Having a brand that is consistent with 21st century commerce.*

As you think about how your roles and programs fit into these visions, remember we are in a volatile, uncertain, complex and ambiguous period. But uncertainty is exactly why we need to act and not a reason not to act. When faced with a credible threat with potentially catastrophic consequences, uncertainty is why you act. The difference between today and when I arrived on August 15 is that we are not only confronting the worst recession since the 1930s but also the darkest financial outlook. Our biggest threat is our inability to respond coherently and effectively to problems before they become crises. We must avoid being caught in unmanageable situations and manage the unavoidable. We will need new paradigms. Peter Drucker said "*The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic.*"

We must be able to finance our own future and to do so we will need to make our money go further, increase revenues and invest in the future—all at the same time. We need to do this based on an accurate reading of today's reality and inspired guestimating about tomorrow's. I want to ask everyone to identify frictions that are costing us time and money. We will need to develop a credible plan that apportions burdens equitably with the goal of not simply balancing our budget but enhancing our capacity.

We produce two products: New knowledge and well prepared people. We are no different from any other successful enterprise in that we need to focus on selective excellence. Keep in mind also that we are in a world where speed wins: We don't need to be the biggest but just one step (and only one step) ahead of the next fastest. We must be the most nimble.

**Teaching:** As you think about teaching, I ask you to consider the following (I am sure you can come up with additional insights):

By 2018 the US will need 22 million more college-educated workers and at current graduation rates the country will be short by 3 million graduates. We are part of the solution.

We are educating people to do jobs that don't yet exist thus we need to invent these jobs and train people to do them--at the same time. We must educate our students and ourselves not only to take good job opportunities but also to create good jobs. We have 14 majors in CALS. Yet we have 3,100 undergraduate students. So I suggest that we really need to think daily about our 3,100 different majors. As society decides that those using higher education are to pay the cost directly, we must be a good investment for families.

Currently, only 2% of Americans work directly on farms and so clearly we are training not only our next generation of farmers.

We are both the College of Agriculture and the College of Life Sciences and we must ensure that our alumni, stakeholders, students and the world at large understand the importance of this. We also need to be aware that we (ourselves, alumni and students) are critical components of global commerce and that we must ensure we have and teach the tools needed to be active players in commerce.

While interviewing for the dean's position, I learned about Arizona's "5 Cs" (copper, cattle, cotton, citrus, and climate). I suggest that we have at least 5 Cs in teaching: critical thinking, communication (especially oral), collaboration, creativity and compassion.

1. **Critical thinking:** *in addition to knowledge, can our students ask the right questions rather than memorize the right answers?*
2. **Communication:** *if we cannot communicate, we cannot collaborate;*
3. **Collaboration:** *Collaboration is essential for creativity. Can we define objectives and work with others to bring them about?*
4. **Creativity:** *the mother of innovation, and innovation is the driver of economic advancement.*
5. **Compassion:** *We absolutely must instill a performance-driven/productivity ethic but we need to produce high "EQ" (emotional intelligence) people at the same time.*


**Research:** I suggest that selective excellence means that we look to our region and be responsive, and that this will make us relevant in the world.

We need to get our work out the door in the form of papers and conference presentations but we cannot simply talk to ourselves. We must get our work out much better in the form of disclosures, licensing deals, new ventures, direct sales, non-profits, or leveraged into contracts.

**Service:** CALS is a key component of Arizona's social, environmental and economic sustainability. All of these have direct fiscal benefits to the state. The innovations we can develop are new jobs. Our information is also invaluable for our legislators as they make policy that enables our economy.

Last week I finished speaking by noting that Arizona is a state of immigrants. Fifth generation Arizonans are a minority. The US population is growing not by births but by immigration (and is an economic advantage that the US has over Europe). To quote Thomas Friedman we must "*Think like an immigrant--approach the world with the view that nothing is owed to you, nothing is given and you have to make it on your own.*"

Best wishes and Bear Down!

  
Shane