

May 4, 2012

Dear Colleagues:

I am very pleased to share DRAFT CALS21 Grand Vision Pillars that have been generated by CALS members who represent diverse groups of units and programs in the college. As part of the strategic planning process, I am now seeking CALS-wide input with respect to these draft vision pillars. But, first, let me explain the process which we have used to create these vision pillars.

During the past six weeks, three groups of CALS members participated in facilitated visioning sessions:

1. 22 mid-career faculty members;
2. 20 department heads/directors/representatives from Extension, Agricultural Experiment Station, Administrative Cabinet, and special programs; and
3. 6 Executive Council members (see attached representatives for each group).

The goal of each session was to create a shared practical, long-range vision of where we want CALS to be in 2021.

Individuals brainstormed their visionary ideas and then worked in teams to share ideas and develop several vision statements. They were asked to think boldly, realistically, creatively, and representatively, and to describe hopes and dreams of future outcomes, new realities, and long-range accomplishments that are vital to achieve. In a word, participants were asked to articulate what they want their “legacy” to be in CALS over the next ten years – what they want to “leave in place” by their efforts to build a stronger institution.

Seven to eight vision pillars were identified by each group through the consensus-building process of the workshop, which utilized a visual, participatory, and structured methodology to achieve a clear and useful result. Based on the themes that emerged, the Executive Council reviewed all vision pillars and classified them into six Grand Vision Pillars. **You may disagree with this grouping and if so please tell us.**

Attached you will find these six Grand Vision Pillars with examples and/or ideas under each. You will also note a code of a group identity (MIDFAC - mid-career faculty group; HODS - heads of departments/directors, and EC - Executive Council).

With this background, I would greatly appreciate it if you would review these DRAFT Grand Vision Pillars and respond to the following questions:

1. Is something missing from these Grand Vision Pillars? Conversely, should something be removed?
2. Are there Grand Vision Pillars that need to be added?
3. Which pillars should be realized in the immediate- (1 year), short- (2-3-years), mid- (4-5 years), and long- (6-10 years) terms?
4. What are some goals, strategies and actions that CALS needs to undertake to advance our shared vision? The Phase III Goals template is attached to help you with this.

Please respond to Bethany Rutledge (rutledge@cals.arizona.edu) by no later than noon on May 18. The document is in Word format so you can directly edit if you like. **BUT PLEASE MARK UP THE TEXT IN SOME WAY SO BETHANY CAN SEE WHERE THE CHANGES HAVE BEEN MADE.** Your input will be given serious consideration by the EC as we finalize the CALS21 Grand Vision Pillars and as we develop CALS specific strategic plans.

I want to thank those of you who have already spent considerable time working on this. I also want to thank you all in advance for your input. Finally, I want to recognize Associate Dean Soyeon Shim for her leadership in getting this process to where it is today.

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

Shane C. Burgess
Vice Provost and Dean