CALS Executive Council Guiding Principles for Budget Reductions and Future Investments

- Prioritize progress towards realizing CALS21 visions and strategic goals; this will mean both disinvesting in non-critical programs or infrastructures, and investing in critical programs or infrastructures.
- Secure CALS’ financial future and plan to be able to invest in growth again as soon as possible.
- Protect student learning especially to ensure current students’ timely progress toward graduation.
- Focus on retaining, and investing in, CALS’ high-quality employees.
- Non-tenured and non-continuing faculty will not be a specific reduction-in-force target.
- Maximize human capital development and use.
- Prioritize exceptional, critical and quantifiably most impactful areas of units and CALS that have clearly-defined future viability and sustainability as well as those that serve key clientele.
- Keep stakeholder demand and needs in mind and be true to our land grant mission.
- Focus on effectiveness, efficiencies and innovations that provide (a) cost savings, and /or (b) new revenues, through unit and/or program restructuring and consolidation, redirection, reduction, or elimination.
- Focus especially on eliminating academic and administrative duplication within CALS or within UA generally.
- Focus on efficiency, effectiveness and innovation of the Dean’s and the Associate Deans’ offices; reduce costs to the greatest extent possible while, at the same time, maximize return on investment and utility to the college. All staff in the Deans’ offices will be not only responsible to those that they serve but will also be accountable. Specifically, when possible and reasonable, staff salary lines will be directly connected to productivity (e.g. sponsored programs staff salaries part-funded using IDC return).
- Outsource services for cost-effectiveness but prioritize keeping CALS money internal when cost-effective.
- Renew and maintain facility, infrastructure, and asset capital to attain CALS21 visions and strategic goals, as well as the health and welfare of the university community.
- May use targeted cost reductions to meet immediate fiscal challenges; however, such reductions do not imply intent to permanently down-size or eliminate a program or part of a program or any other entity.
- Make all decisions based on empirical data and merit, not based on advocacy. The good of the college as a whole will take precedence over individual units.
- Ensure transparency and respect governance norms.