

## **CALS Guiding Principles for Budget Reductions and Future Investments**

- Prioritize CALS21 strategic goals, achieving ABOR metrics and *Never Settle* goals.
- Disinvest in non-critical programs or infrastructures, and invest in **critical** programs or infrastructures in the most impactful areas (i.e. “biggest bang”).
- Secure CALS’ financial future to be able to invest in growth.
- Prioritize student learning.
- Retaining and invest in high-quality employees and equity between individuals.
- Non-tenured and non-continuing faculty will not be a specific reduction-in-force target.
- Be true to our land grant mission.
- Make all decisions based on empirical data and merit, not on advocacy.
- The good of the college as a whole takes precedence over individual units.
- Be transparent and respect Arizona’s shared governance law (**1992 Arizona Revised Statute 15-1601**. State universities; location; faculty powers: *The faculty members of each university, through their elected faculty representatives, shall participate in the governance of their respective universities and shall actively participate in the development of university policy.*)

## **CALS21 OVERARCHING GOALS**

1. Be a leading economic development engine for Arizona.
2. Produce employable graduates, who can do jobs that do not yet exist and create new jobs.
3. Be the most sought-after place to be a part of.
4. Be the most effective, efficient, responsive, flexible, and financially sustainable college on campus.