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-inforce 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.