

College of Agriculture and Life Sciences (CALS)

CALS Faculty Council

Review of 2012 Recommendations on CALS Effectiveness, Efficiency and Innovation

3 April 2015

Shane Burgess
Dean, College of Agriculture and Life Sciences

Dear Dean Burgess,

The CALS Faculty Council, in its review of its *2012 Recommendations on CALS Effectiveness, Efficiency and Innovation*, specifically focused on Recommendation 22 "CALS Organization Structure," given that the merger of certain academic units, including administration and business functions, has potential to yield within CALS the most wide-ranging impact on effectiveness, efficiency and innovation.

The Faculty Council acknowledges that most CALS faculty members are currently averse, or even opposed, to considering even just the possibility of their respective academic unit merging with another unit or other units. Such aversion or opposition, the Faculty Council recognizes, is rooted in three types of fear: (1) fear of dissolution of disciplinary identity; (2) fear of disciplinary or programmatic autonomy; and (3) fear of loss of disciplinary or programmatic representation within a new and enlarged organizational unit.

In the face, however, of CALS implementing a potentially painful budget cut as a result of The University of Arizona taking a \$28M cut from the state general fund portion of its budget, the Faculty Council acknowledges that there are likely definite and significant advantages to mergers of certain academic units within CALS especially within the environment of the Activity Based Budget (ABB) system, that is, the Responsibility Centered Management (RCM), that the University will institute.

The Faculty Council agrees that the following framework for mergers of certain academic units, if provided with supporting quantitative dimensions when applicable, would likely gain the support of the faculty for subsequent serious consideration and study by the affected faculty.

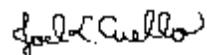
1. Preserves disciplinary identity, autonomy and representation within the new and enlarged organizational unit;
2. Combining administration and business functions results in real costs reduction;

3. Increases the diversity of the new unit with a varied mix of several strong revenue streams (student credit hours, majors, extramural research funds, online courses, summer courses), conferring the new unit with:
 - a. flexibility and resilience in weathering temporal downturns or volatility in certain revenue streams;
 - b. capacity for its constituent programs to play to their strengths, not trying by necessity to perform well at everything;
 - c. strategic ways to take advantage of RCM incentives;
4. Allows for better integration of academic programs, including shared courses and new majors; and,
5. Creates a new unit with an updated and reinvigorated identity that can be marketed to potential students and donors.

The Faculty Council recognizes that existing CALS Schools, including the School of Natural Resources and the Environment (SNRE) and the School of Animal and Comparative Biomedical Sciences, provide data that support the foregoing framework.

Acknowledging again the general aversion and opposition by the CALS faculty in considering academic unit mergers, the Faculty Council recognizes that the prodding by the CALS Dean would be essential for many CALS academic units to even start the discussion whose propitious time, one might argue, has now perhaps arrived.

Best regards,



Joel L. Cuello
Co-Chair, CALS Faculty Council