



College of
Agricultural & Life Sciences
UNIVERSITY OF WISCONSIN-MADISON

Organizational Redesign

Dean's Response

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Introduction

Over its more than 125-year history, CALS has a proud track record of leading scientific advances, service to the state and beyond, and training of tens of thousands of graduates who in turn have gone on to create and apply innovative solutions in the agricultural and life sciences. To continue to have this impact and influence, the college must navigate increasingly rapid changes in higher education, resource availability, scientific advancement, and complex multi-disciplinary challenges.

In December of 2016, together with Senior Associate Dean Dick Straub, I charged a committee to develop structural organization and resource allocation recommendations for the college to enable it to be resilient now and into the future. Over the last year, the CALS Organizational Redesign Committee researched peer institutions, looked at global trends, analyzed the strengths of the college, and consulted broadly. Their efforts culminated in a report with recommendations for a redesigned CALS, which they submitted at the end of the fall semester. I am grateful for their hard work and dedication and thank them for their service to the college. You may read the committee's [final report](#) and access background information at the organizational redesign website, orgredesign.cals.wisc.edu.

Since charging the group, additional changes continue to occur in the higher education landscape. During the summer of 2017, Chancellor Rebecca Blank announced [entrepreneurial strategies](#) to tap new revenues, focusing on student enrollments, growing research funds, and building alumni support. At the state capitol, the 2017-2019 biennial budget included outcome-based funding for all UW System schools that rewards student and educational outcomes and a provision relating specifically to faculty and instructional academic staff teaching workload reporting. Outreach activities are not included in either legislative provision.

This document provides an overview of my response to the committee's recommendations, an outline for how we will advance those recommendations, and a timeline for first steps of implementation. The associate deans and I have spent the early part of January discussing the report and the means to realize its recommendations. We intend to follow all of the recommendations, but it is important to note that the report is general in nature, rather than prescriptive of specific outcomes. Therefore, many action items will require more detailed strategies, which the Dean's Office will develop over the coming months. Full implementation will take several years.

As a reminder, administrative services were not in scope for the CALS Organizational Redesign Committee. Administrative structure may be addressed as these recommendations are implemented, but it is not the intent of the Dean's Office to make any workforce reductions as part of this process.

This semester, we will take first steps in implementation. You can stay up to date with implementation plans by following eCALS and visiting orgredesign.cals.wisc.edu. Your questions and comments may be submitted to kara.luedtke@wisc.edu. Furthermore, the implementation process will be discussed with the CALS APC and departments. An FAQ sheet will be posted at the redesign website.

Units will have the opportunity to plan their futures, the ability to track progress toward their objectives, and the capacity to increase revenues to support their activities. The Dean's Office will provide incentives to enable departmental autonomy and budgetary transparency. Overall, our efforts will yield collaboration on grand challenges and cross-disciplinary problems, development of new educational opportunities to attract students interested in emerging fields, and provide a collective vision for college priorities. I am confident that the changes we make through this process will make us stronger. I look forward to working with the CALS community to implement these strategies.

Below are more detailed responses to the Organizational Redesign Committee Report.

Design Principles

The nine design principles outlined by the committee complement and expand on the guiding principles that were developed as part of the college's strategic framework in 2013. They support our existing strengths while positioning the college for change and growth, and balance departmental autonomy with collaboration and interdisciplinary activities.

We will continue to apply these design principles through implementation.

Overarching Committee Recommendations

The overarching recommendations (recommendations #1 and #2) from the committee are to use performance metrics to reshape the structure of the college and change the way in which resources are allocated to departments. In addition, they suggest that the college will only thrive if we generate new revenues, aligned with campus strategies, to support our mission.

We will implement these committee recommendations. In the coming year, the Dean's Office will establish goals for revenue growth, as well as metrics to inform college structure decisions and resource allocation.

Collegiate Structure

Specifically, the committee proposed that CALS implement a hybrid approach for restructuring that includes the merging of some departments and the creation of divisions to foster collaboration among others. The committee envisions that a small number of departments would remain as they are today.

We will implement this hybrid approach with each of the 17 CALS departments, using metrics to inform what structure works best for them—merger, division, or remain as is. The college will have fewer departments at the completion of implementation.

The Dean's Office will elaborate on guidelines and desired outcomes for robust units, and by mid-semester will share with the college the metrics and indicators that will be used to guide structural

change. I will have conversations with departments to select a path forward, and to draw on creative ideas for partnerships that support strengths and new initiatives.

Some departments are already having conversations about how they might fit into a new structure. Conversations with all departments will continue throughout this semester and the future collegiate structure will be determined by July 1, 2018.

Any changes to structures will follow existing UW-Madison policies and procedures. (i.e., [FP&P 5.02](#)).

Planning

The committee recommended that each department develop a five-year plan (if two departments plan to merge, they will submit one five-year plan). I wholeheartedly support this recommendation as it increases transparency, provides long-term vision, enables integration with the college's priorities, and fosters revenue generation.

The Dean's Office will provide a template by the end of spring semester 2018 that will inform what items each unit should include in their plan. Departments will prepare their five-year plans to be submitted in December 2018 to inform resource allocation decisions for fiscal year 2020.

Resource Allocation

In concert with changes to departmental make-up, and as an incentive, the committee recommended a new resource allocation model that would allow departments to keep at least 50% of funds associated with vacancies of their 101-funded faculty positions, with the remaining 50% to be used largely as a pool for strategic investment in departments by the dean. Implementation of these recommendations will require well-defined metrics that the Dean's Office will determine. The committee recommended college administration's resource allocation model should be consistent with the [campus budget model](#) to encourage departments to mirror campus priorities.

As is outlined in the committee report, CALS will adopt a new resource allocation model that puts greater weight on performance metrics and provides departments more fiscal autonomy to achieve goals. This will begin with the return of 50% of the budget associated with 101 base-funded¹ faculty vacancies to departments based on FY2018 departures.

Currently, 100% of resources associated with vacancies of 101-funded faculty positions reverts to the Dean's Office, with subsequent hiring decisions informed by APC recommendations on departmental proposals. In this new model, the college will retain 50%, which will be allocated in support of departmental priorities (e.g. hiring faculty), advancing new areas, addressing needs due to program growth, and providing incentives for restructuring and collaboration. Performance metrics will also inform the distribution of funds from the Dean's Office.

In the longer term, The Dean's Office will also address non-faculty 101 funds and will explore resource-sharing models from other revenue sources (e.g. 131 funds, 150 funds, etc.). We will follow the recommendation of the committee to permit departments to fund new initiatives, academic staff and

¹ Current faculty lines are funded through a variety of sources controlled outside of the college. Those outside resources will not be redistributed by CALS.

faculty lines with new and enhanced revenue streams. These allocations will be determined after finalizing the approach to distributing funds from vacant faculty lines.

Performance Metrics

The committee outlined some potential performance metrics that should be measured for teaching, research, and extension/outreach. I agree that the effective use of metrics, both qualitative and quantitative, is essential for the redesign plan. The use of metrics will be phased-in, so we will begin using the data that is already routinely collected. The Dean's Office will identify specific metrics in the following areas identified by the committee to guide resource allocation and restructuring discussions:

- Research
- Teaching
- Extension/outreach
- Service contributions
- Diversity and climate

We will continue to develop additional metrics and indicators to inform the five-year plans as they are prepared. This next round of metrics will also help us make resource allocation decisions in fiscal year 2019.

Blueprint for Phased Implementation

The detailed blueprint for implementation will come later this year. The committee outlined implementation steps in its report, but more detail is needed in many of the areas mentioned above.

The Dean's Office is developing a communication plan alongside the implementation plan in order to keep the CALS community informed on the progress of this project. The timeline below gives a sense for what and when deliverables can be expected.

Expected Timeline for Implementations of First Steps

Jan 2018:	Dean announces response on the committee recommendations
Feb 2018:	Annual department meetings with the dean initiate planning discussions
Mar 2018:	Dean releases first metrics, including those that mirror campus priorities
June 2018:	Dean releases additional metrics and a detailed blueprint for implementation
June 2018:	Dean announces five-year plan template
July 2018:	Organizational changes identified
Dec 2018:	Departments complete five-year plans
Jan 2019	Dean reviews five year plans
2019	Support of structural redesigns and ongoing evaluation