Information about the CALS Organizational Redesign for External Partners

Overall vision: The overall goal is to position CALS for future success. We need to grow enrollments in our academic programs and inspire new research collaborations that can address the grand challenges of today and tomorrow. We need to use our resources in ways that have the greatest impact and will help us thrive into the future. We will remain true to our signature strengths and the key partnerships that inspire and sustain us.

Purpose of the redesign
- Reduce the administrative and service burdens wherever possible so that faculty and staff have more time to focus on teaching, research and outreach.
- Grow enrollments in our academic programs – particularly our undergraduate programs and professional offerings like short courses, certificates and master’s degrees.
- Create structures that foster the interdisciplinary collaborations needed to solve the greatest challenges facing animal and human well-being; enhancing food production while maintaining clean water and healthy soil.
- Our faculty and student numbers have decreased in recent years. Finding creative ways to increase both populations will ensure a healthy future for CALS.

CALS values partnerships
- Partnerships with those beyond the university are extremely important to the college. We have strong relationships with Wisconsin agricultural commodity organizations and a number of other industry groups.
- These partners provide us with space to conduct our research in real-world settings, directly fund research through sponsor agreements and fund scholarships for undergraduate and graduate students through gifts. Perhaps most importantly, they share their technical challenges, which become the problems our faculty, staff and students study.
- As funding for our programs has changed in recent years, we need to think carefully about the best ways to maintain these critical partnerships and use our resources for the greatest rate of return.

Change takes time
- This will be a deliberative process with no immediate changes. University policy requires a period of deliberation, feedback and approvals by multiple governing bodies before a change to an academic program or an administrative structure goes into effect.
- Any changes to departments – either in name, scope or membership – will require 1-2 years to implement.
- Any academic program that undergoes significant change or that is discontinued must include a “teach-out plan” describing how students who are currently enrolled will be accommodated. In general, students who are actively declared in and pursuing a program are permitted to complete that program, provided they do so in a reasonable timeframe and without a gap in their enrollment.

Types of changes we anticipate
- Most departments will either merge with another department or form a partnership as a “collaborative.”
- CALS will offer fewer majors, but students will have more options within majors. We expect smaller enrollment majors to evolve into curriculum in new programs, or to be offered as an
option within a more general major, (i.e., the current biology major currently offers options in evolutionary biology and plant biology).

- CALS will likely create 2-3 new majors to meet student and societal demands in the coming years. New departmental partnerships generated through mergers and “collaboratives” will make it easier to create new, innovative majors that cross disciplines and that will be attractive to today’s students who will be facing tomorrow’s employment opportunities.

- The process for filling faculty positions will change beginning in 2018
  - When a faculty member leaves UW-Madison, 50% of that salary will remain in the department and 50% will go to the college. (Previously, 100% went to the college to be directed to the areas of greatest need within CALS.)
  - Departments or collaboratives between departments will be able to apply for the salary funding held by the college.
  - College funds will be prioritized toward departments and collaboratives that address the goals of the redesign.

**The core of what we do will remain the same**

- Individual faculty will continue to lead labs investigating a variety of research questions
- CALS students will continue to have opportunities for beyond-classroom learning experiences, including internships, research opportunities, study abroad, capstone courses and honors programs.
- The college will continue to support Wisconsin agriculture and natural resources through applied research and outreach.

**How can stakeholders stay up-to-date on proposed changes?**

- CALS will provide updates throughout the process through a variety of channels:
  - Alumni and donors – Updates will be included later this year in Dean VandenBosch’s column in Grow magazine and the monthly alumni e-newsletter CALS Connection.
  - Students – Updates will be included in the student e-newsletter and at other student events
  - Commodity groups – CALS leaders will provide updates through regularly scheduled meetings of the Ag Coalition and other groups
- The project website will be updated several times per month with the latest news and information at orgredeisign.cals.wisc.edu

**The formal approval process involves several steps:**

- UW-Madison policies dictate that changes to academic departments must be voted on by the faculty of that department, as well as the college’s Academic Planning Council (APC) and the University Academic Planning Council (UAPC) before they are final.
- The college and university planning councils’ websites list their voting members and post agendas in advance of meetings.

*Note: Both Cooperative Extension and its current parent institution UW Extension are undergoing reorganization at this time, but those actions are separate from the redesign discussions within CALS that are focused primarily on research and teaching at this stage.*