

**Project Charter**  
**CALS Organizational Redesign**  
 12/16/16 - Version 9.0

<b>Project Name</b>	CALS Organizational Redesign
<b>Executive Sponsor</b>	Kate VandenBosch and Dick Straub
<b>Committee Chairs</b>	Mark Rickenbach and Leann Tigges
<b>Project Manager</b>	Kara Luedtke
<b>Project Facilitator</b>	Darin Harris
<b>Project Description / Statement of Work</b>	
<p>In 2013, CALS developed a strategic framework with a set of principles to guide decision-making about activities supporting our mission: to advance and share knowledge, discover solutions and promote opportunities in food and agriculture, bioenergy, health, the environment and human well-being. It's our vision to be leaders in this domain, through discovery, innovation and collaboration. Success depends upon excellence in research, a base from which we impact Wisconsin and the world by disseminating knowledge; and advances through teaching, extension and outreach; engagement with external partners and technology transfer.</p> <p>With that in mind, this project will develop an organizational design that will position CALS to excel, inspire, and lead the way in agricultural and life sciences over the next several decades. Our overarching goal is to reshape CALS to respond to increasingly rapid changes in higher education, resource availability, scientific advancement and complex multi-disciplinary challenges. The committee will develop a structural organization design that can be responsive to these likely trends. The motivation for the project is not specifically to save costs, but rather to make the most of the financial, human and time resources that we have. As such the new conceptual design for CALS will align resource allocation with priorities, performance and efficiency, resulting in robust departments that are resilient over time and adaptable to change. This design will be vetted thoroughly and then moved to implementation. Implementation will include applications to restructuring the organization, operations, decisions, investments, and hiring.</p>	
<b>Project Definition</b>	
<b>Project Goals</b>	<p>Goals of the project are to:</p> <ul style="list-style-type: none"> <li>• Evaluate local and global trends, UW-Madison metrics, and peer institutions, that demonstrate factors affecting the college's vitality now and into the future;</li> <li>• Analyze key functions to invest in because of comparative advantage and/or strength;</li> <li>• Prioritize what needs to be divested, cut and rearranged in the future to meet the desired state;</li> <li>• Based on these findings, propose one or more structures, composed of robust departments and programs of appropriate critical mass, for CALS;</li> <li>• Determine benefits and implications (including revenue generation and cost implications) of the recommended changes;</li> <li>• Outline a blueprint for implementing the recommended changes, including mechanisms for resource allocation that support and incentivize strategic focus to maximize the strength of the college and its component units.</li> </ul>

<p><b>Project Scope</b></p>	<p>The primary focus of the committee should be on activities supported by CALS' core funding<sup>1</sup>. Activities funded outside of CALS core budget should not be a priority for the committee (i.e. departments in other UW-Madison schools and colleges, programs at other UW System schools and centers funded on extramural support).</p> <p>At this time, the committee should focus on departmental programs, structure and function, because departments are the primary loci of activity supporting the college's mission. The committee may forward recommendations for changes in administrative structure and function, if desired, but should not focus on administration at this time. Administrative functions serve the mission and units of the college and administrative change will be considered later, after structural changes to departments are decided. Likewise, college-based<sup>2</sup> centers will be the focus of future effort.</p> <p>The committee should ensure that both basic and translational disciplines remain central to the organization.</p> <p>The committee should include academic programs that span multiple CALS departments in their evaluation and recommendations (e.g. undergraduate majors in Biology and Environmental Sciences; graduate programs in Agroecology and Plant Breeding &amp; Plant Genetics).</p> <p>The committee should consult broadly and gather information as needed, including engaging appropriately with governance groups.</p>
<p><b>Design Criteria</b></p>	<p>The desired state for the structure of the college is to be composed of robust departments, each of which is adaptable, resilient and vibrant over time, as indicated by:</p> <ul style="list-style-type: none"> <li>• Cutting-edge scholarship, teaching, extension and service that attract and retain world-class faculty, staff and students, as assessed by qualitative and quantitative measures.</li> <li>• Sufficient critical mass in each department to assure excellence in programs, appropriate coverage of priorities and responsibilities, and administrative efficiency. Suggested parameters include:             <ul style="list-style-type: none"> <li>○ A headcount in the range of ~15 to 30 tenured/tenure-track faculty<sup>3</sup>.</li> <li>○ A teaching portfolio that balances providing a high quality student experience for undergraduates and graduate students with substantive contribution to college's student credit hour generation.</li> <li>○ Academic programs that enroll and graduate substantive numbers of students annually.</li> <li>○ Vibrant research portfolios, as demonstrated by strong extramural support and high-impact publications, among other indicators.</li> </ul> </li> </ul>

<sup>1</sup> Core funding includes fund 101 and other state support allocated through UW-Madison, Cooperative Extension support (state and federal) and federal formula funds (Hatch and MacIntire Stennis).

<sup>2</sup> Centers based in the college (as opposed to those in departments) include the Center for Dairy Research, Center for Dairy Profitability, Center for Integrated Agricultural Systems, Center for Cooperatives, Environmental Resource Center, and the proposed Wisconsin Crop Innovation Center.

<sup>3</sup> For these purposes, faculty are defined as those individuals salaried in CALS ('Faculty All Funds'). This includes those with Cooperative Extension funding, but not USDA-ARS personnel or others with zero dollar appointments.

	<ul style="list-style-type: none"> <li>• Capacity to generate revenue sufficient to sustain and grow activities, taking into account the changing budget model of university, changing extramural revenue sources, as well as assuming little to no growth in state support.</li> <li>• A culture of interdependence and collaboration among departments that fosters interdisciplinarity.</li> <li>• Outreach activities that achieve the mission of service to the state of Wisconsin.</li> </ul> <p>Restructured departments may result from mergers or other recombination of departments with thematically related functions, where natural synergies exist. Faculty may also move individually, with permission and in accordance with FP&amp;P, to achieve the best fit of expertise with a departmental home.</p> <p>Recommendations should take into account the UW System 2020 Forward Framework and the priorities and strategic plan of UW-Madison.</p>
<p><b>Project Deliverables</b></p>	<p>Specifically the project will deliver the following:</p> <ol style="list-style-type: none"> <li>1. An evaluation of local and global trends reflecting the college’s past performance and those that will continue to affect CALS into the future. Trends evaluated should include metrics and non-quantitative indicators illustrating past performance, as well as factors projected to affect CALS’s mission, our areas of scholarship and higher education generally. The evaluation should summarize how these trends will influence maintaining a vibrant organization.</li> <li>2. List of any additional criteria, besides those provided in the project scope, that were used to generate the conceptual design, including performance criteria or metrics.</li> <li>3. Conceptual design of a restructured college including the following elements:             <ul style="list-style-type: none"> <li>• A summary of CALS strengths and comparative advantages that should be maintained, grown and leveraged. Provide rationales for these priorities.</li> <li>• A summary of CALS activities or components that could be placed at low priority or dropped. Provide rationales.</li> <li>• A proposed structure (or a short list of options) for CALS that builds on CALS strengths and comparative advantages and that meets the design criteria.</li> <li>• An analysis benefits and implications (including cost) of proposed changes.</li> </ul> </li> <li>4. Guidelines for resource allocation that will enable departmental planning and decision-making, and incentivize the maintenance of robust, resilient departments over time.</li> <li>5. Propose a blueprint for implementation of a new structure. Processes to be considered may include decision-making, incentives, and sequencing of changes.</li> </ol>
<p><b>Project Constraints / Risks</b> <i>(Elements that may restrict or place control over a project, project team, or project action)</i></p>	
<p>TBD</p>	
<p><b>Resources Requested</b></p>	
<p>TBD</p>	
<p><b>Milestones</b> <i>(Due dates and durations)</i></p>	
<p>All processes to be followed in accordance with Faculty Policies and Procedures (FP&amp;P) in consultation with Office of Institutional Research.</p> <ol style="list-style-type: none"> <li>1. Project Charter created and approved: December, 2016</li> <li>2. Committee launched: December, 2016</li> <li>3. Establish plan of work to accomplish deliverables: January, 2016</li> <li>4. Committee work, assemble and evaluate information: January to March, 2017</li> <li>5. APC update on work accomplished to date and plan to complete deliverables: April, 2017</li> <li>6. Conceptual design and transition/implementation recommendations submitted: October, 2017</li> <li>7. APC review of redesign proposal and recommendation to UAPC: December, 2017</li> </ol> <p>TBD: timeline for briefing of chairs and broader consultation with college community.</p>	

<b>Communication Plan</b> <i>(What needs to be communicated? When is communication needed? To who? How?)</i>		
TBD		
<b>Committee Roles and Responsibilities</b>		
<b>Members</b>	<b>Roles</b>	<b>Responsibilities</b>
Brian Fox, biochemistry	Member	
Paul Fricke, dairy science	Member	
Irwin Goldman, horticulture	Member	
Kelley Harris-Johnson, biology	Member	
Sarah Marcotte, CALS research division	Member	
Denise Ney, nutritional science	Member	
Susan Paskewitz, entomology	Member	
Francisco Pelegri, genetics	Member	
Mark Rickenbach, forest and wildlife ecology	Co-chair	
Troy Runge, biological systems engineering	Member	
Leann Tigges, community and environmental sociology	Co-chair	
Terri Wipperfurth, agricultural and applied economics	Member	
<b>Supplementary Materials (to be Appended)</b>		
CALS Strategic Framework		
UW-Madison budget model overview		
UW-Madison strategic plan		
UW System 2020 Forward Framework		
Departmental Data	Allocated funds, grant expenditures, numbers of faculty and staff, student enrollment, credit follows instructor data	
College-wide data	Faculty demographic and retention data	
Campus and state-wide data	Student enrollment statistics, including demographics (in state vs. out of state); projected numbers of H.S. graduates	
June 2016 letter from chairs		

## Sponsor Sign-off

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Kate VandenBosch

Dean, College of Agricultural and Life Sciences (CALs)

**Date:** \_\_\_\_\_

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Dick Straub

Senior Associate Dean, College of Agricultural and Life Sciences (CALs)

**Date:** \_\_\_\_\_