University Committee

“The Working Group on Leadership Changes .... is charged with exploring the efficacy of a leadership structure within the research enterprise that involves two positions – a Vice Chancellor for Research and Graduate Studies (VCRGS), and a Dean of the Graduate School (DGS).”

Sue Babcock, College of Engineering, Physical Sciences Division
Mark Cook, College of Agricultural & Life Sciences, Biological Sciences Division
Tim Donohue, College of Agricultural & Life Sciences, Biological Sciences Division
Michael Gould, School of Medicine & Public Health, Biological Sciences Division
Jan Greenberg, College of Letters & Sciences, Social Sciences Division
Daniel Kleinman, College of Agricultural & Life Sciences, Social Sciences Division, Associate Dean of the Graduate School
Caroline Levine, College of Letters & Sciences, Arts & Humanities Division
Petra Schroeder, Academic Staff, Associate Dean of the Graduate School
A Shared Governance Process

- Review internal & external documents
- Listening sessions: UC, ASEC, AS Assembly, CSEC, Chancellor, Dean’s Council, College/School ARDs, VCR/DGS, AVCRs, ADGs, GS-CASI, GFEC, APC-GS, GS-Center Directors, Department Chairs, other universities
- Broad campus input (email & March town hall meetings)

Goals

- Understand the current situation
- Plan for the future (structure, resources, people)
Sought to preserve

• Divisional representation in research funding (research competition, start-up/retention funds)

• Integration of graduate education & research

• Shared governance

• Faculty Staff-driven graduate education & research agendas

• Graduate education resources (training grants, fellowships, diversity)
Sought to improve

• Response to research & graduate education initiatives
• Support for research & graduate education
• External advocacy at national, state & regional levels
• Funding for start-up, retention & graduate education
• Knowledge generation & technology transfer
• Compliance (RSP & safety)
Considered efficacy of three models

• Current VCR/DGS structure

• VCR reports to chancellor
  DGS reports only to provost & is an active member of Deans Council

• VCRGE reports to chancellor
  DGS reports to VCRGE & as, an active member of Deans Council, works with the provost
Advantages of recommended model

Research
• Leadership in setting national agenda
• Attract new revenue from local & external sources
• Identification & rapid response to new initiatives
• Attract/retain diverse talent
• Shared governance/advice (New URC)

Graduate Education
• All of the above, PLUS
• A strengthened & protected Graduate School
  – Dedicated leadership
  – Dedicated budget
  – Charge to innovate
  – Informs research & academic priorities
Recommended reporting structure
Recommended VCRGE functions

VCRGE

- URC
- R-CASI

DGS

Associate Deans

Associate VCs

Divisional

- External Activities
  - D2P/Industry/OCR
  - Emerging Opportunities
  - Advocacy
  - Development

- Internal Activities
  - Core Capabilities
  - Innovation Investment
  - Research Centers
  - Campus Competitions
  - Policy & Compliance
  - RARC/Human Subjects

Policy
Proposed DGS functions

- VCRGE
- Dean of Graduate School
- GFEC APC-GS

Associate Deans

Programmatic
- Program Review
- Admissions
- Recruitment
- Academic Services
- Fellowship/AOF
- Competition
- Communications
- Professional Development

New Opportunities
- Expanding Fellowships
- New Educational Initiatives
- Diversity Programs
- Emerging Careers Entrepreneurship/
  Corporate Partnerships
- Graduate/Post-Doc Programs
- Alumni Relations
- Development
Current Structure

Organizational Chart

Board of Regents

UW System President

Chancellor

Vice Chancellor for Finance and Administration

Administrative Information Management Services (AIMS)
Administrative Process Redesign (APR)
Auxiliary Operations
Business Services
Facilities Planning and Management
Human Resources, Office of
Madison Budget Office
Recreational Sports
Research & Sponsored Programs
University Health Services
University Housing
University Police Department
Wisconsin Union

Vice Chancellor for Research and Dean of the Graduate School

16 Interdisciplinary Research Centers & Institutes
Graduate Education Research Policy and Compliance:
  -Animal Program
  -Human Subjects
  -Select Agents
  -Export Control
  -Cyber Security
  -Conflict of Interest
  -Industrial Contracts

Provost and Vice Chancellor for Academic Affairs

Division of Student Life

Academic Planning/Institutional Research
Institute for Biology Education
Chancellor’s Scholars
CIO/Division of Information Technology
Diversity, Equity, and Educational Achievement
Enrollment Management Division
Faculty and Staff Programs
General Library System
HIPAA
Quality Improvement, Office of Teaching and Learning
Undergraduate Advising

Vice Chancellor for Medical Affairs and Dean, School of Medicine and Public Health

Schools/Colleges

College of Agricultural and Life Sciences
College of Engineering
College of Letters & Science
Division of Continuing Studies
Gary E. Nelson Institute for Environmental Studies
Graduate School
International Studies and Programs
Law School
School of Business
School of Education
School of Human Ecology
School of Medicine and Public Health
School of Nursing
School of Pharmacy
School of Veterinary Medicine

Vice Chancellor for University Relations

Official Functions
  -University Communications
  -University Marketing
    -Office of Trademark Licensing
  Strategic Partnerships:
    -State Relations
    -Federal Relations
    -Community Relations
    -Office of Corporate Relations (OCR)
    -Visitor Information Program (VIP)

Vice Chancellor for Legal Affairs

Athletics
Chief of Staff
Budget/HR

GOVERNANCE

Faculty:
  -Faculty Senate
  -University Committee
  -Secretary of the Faculty

Academic Staff:
  -Academic Staff Assembly
  -Academic Staff Executive Committee
  -Secretary of the Academic Staff

Classified Staff:
  -Council for Non-Represented Classified Staff

Students:
  -Associated Students of Madison

AFFILIATED ORGANIZATIONS

UW Foundation
UW Medical Foundation
University Hospital and Clinics
Wisconsin Alumni Association
Wisconsin Alumni Research Foundation
University Research Park
The Wisconsin State Lab of Hygiene
University Committee Charge

The Working Group on Leadership Changes in the Office of the VCR/DGS is charged with exploring the efficacy of a leadership structure within the research enterprise that involves two positions – a Vice Chancellor for Research and Graduate Studies (VCRGS), and a Dean of the Graduate School (DGS).

....identifying the issues that would need to be resolved in the following areas:

• Assuring the continuing close association of research and graduate education;
• Assuring an effective relationship between the major research centers and the leadership structure;
• Assuring effective governance structures (including GFEC, the graduate school APC, and CASI), to maintain faculty and staff engagement with graduate school and research policy;
• Assuring that the WARF gift continues to be effectively administered in a way that benefits research and academic exploration across campus, including the role of divisional representatives;
• Assuring that the DGS has an appropriate relationship to the other deans and the Office of the Provost, while reporting to the VCRGS;
• Suggesting options to assure an effective utilization of and a clear reporting structure for the academic associate deans.