

CALS Academic Planning Council

Meeting held via Zoom

May 18, 2021, 1:00-2:30 p.m.

Attendees: Laura Hernandez, Michael Thomas, Rick Lindroth, Jamie Nack, Xuejun Pan, Sam Butcher, Michael Xenos, Jed Colquhoun, Jeremy Foltz, Scott Lutz, Nicole Perna

Absent: Erika Anna, Barb Ingham, Willam Tracy

Ex Officio: Kate VandenBosch, Mark Rickenbach, Karen Wassarman, Doug Reinemann, Bill Barker

Guests: Guna Gunasekaran

Minutes taken by: Sarah Barber

Welcome and introductions

Review agenda

Revisions to current agenda

Consent Agenda

1. Approve minutes for May 4 meeting

Item 1 approved by consent.

Action and Discussion Items

2. CALS Global Review (Discussion with review committee chair)

Jeremy Foltz, Professor in Agricultural and Applied Economics and chair of the review, presented the committee's findings and recommendations. CALS Global is a small, lean unit. The committee sees opportunities. The committee sees issues with the original budget structure. There is an issue with the unit taking a backward-looking view at what was done in the past and not looking forward towards what CALS should be doing in the future and what it can be doing with resources. There was initial hope to obtain USAID grants to fund a larger operation. A University review of USAID grants, however, indicated it is a large investment and some of it does not match well with work UW-Madison professors want to do. USAID grants are structured as passthrough funds where you obtain a grant to give out more grants. The CALS Global budget is currently not sufficient if the goal is to obtain USAID grants. Leading charge in strategic planning.

The committee saw a number of disconnects that show up as weaknesses. This includes mission creep and staffing. A looming question is whether CALS Global is a service unit to faculty or a strategic unit. It is not clear the center has the right budget model for the services it provides.

The CALS Global Board has a different relationship with the unit than Boards usually have, but it works well for CALS Global.

CALS Global indicated they are not “at the table” enough. The Committee did not find this concern compelling. The committee did not think creating an Associate Dean position was a valuable use of funds.

There are opportunities for CALS Global to coordinate international visitors. CALS Global outreach to other units on campus has been good. The committee recommends more outreach.

Q: Can you clarify what is meant by not being at the table?

A: CALS Global feels it is not at the table for CALS Dean discussions. The committee also heard from Deans that CALS Global is at various meetings. In the past this used to be an associate dean position. And relatedly, the committee talked to individuals who do international work who had no idea what CALS Global is and what it does.

Comment: CALS Global has monthly meetings with the Senior Associate Dean and Dean, it participates in CALS admin team meetings, and is invited to attend chairs meetings.

Comment: Committee has hit the nail on the head stating CALS Global needs to identify its role, mission, and identity more clearly. It is also important to extend grace to all those involved as this was a comprehensive reboot and new initiatives need course correction four to five years in. There are many directions to take this - some colleges of agriculture have massive outreach and a large international presence (Purdue/Michigan St.).

Q: We seem uniquely positioned for USAID or Gate’s grants What is needed for us to be positioned for these opportunities?

A: Some institutions hire someone from the outside who has worked at USAID and has a commitment to that type of work. The University of Minnesota hired someone from USAID as an associate dean and they have been successful bringing in those grants. Faculty don’t see them as that enticing due to the rewards – they are applied granted and it is not easy to do research under the grants. This cannot be done at the level of investment we currently have.

Is CALS Global a center for all things global and everything passes through it? Or do many individuals in the college engage in global activities and CALS Global may or may not have some role in it? The committee tried unsuccessfully to determine what percent of faculty engage in international work and how much. What is the balance between CALS Global being helpful or being a bureaucratic layer?

There is a sense that CALS Global is more focused on developing countries.

3. CALS Global Review (Discussion with Director)

Sundaram Gunasekaran, Professor in BSE and CALS Global Director, and Jennifer Kushner, Assistant Director of CALS Global presented the office's response to the review's findings and recommendations.

The review highlighted a number of important points that CALS Global will take into consideration.

Going through the SWOT analysis table, CALS Global wants to be the front facing unit for international engagement. CALS Global can do better messaging and needs the Deans office to provide additional support. The unit wants to elevate the Assistant Director to Associate Director, but TTC slowed that down. Encouraged to continue to communicate with departments – CALS Global tries to do this annually to inform them of what they are doing and how to support faculty. CALS Global meets with all new faculty to the College. CALS Global included new faculty in the symposium series.

The report identified a misalignment of what CALS Global does as a weakness. We see that and are discussing that with the college administration and within the office.

CALS Global is important and can be a central unit to facilitate visitors. However, it is hard to do given current funding levels.

There are items to mention that are not highlighted in the report. CALS Global is known outside of the university in professional associations such as APLU. CALS Global has relationships on campus with the Global Health Institute and other centers. CALS Global brought a prominent USAID secretary to campus and campus conversation was facilitated by CALS Global.

Q: CALS is developing a DEI office. What synergistic opportunities exist between the two units?

A: International students, faculty, students look to CALS Global and can serve as a bridge to the new office.

Q: The report identifies a misalignment. What's your vision for better alignment?

A: A revamped website. If budget not changed, more clear, targeted messaging where we feel our support would support multidisciplinary efforts. Part of the 5-year planning document – CALS Global can play a central role in connecting departments to global activity.

Discussion:

Q: Several issues deal with communication. Who in the unit is handling communication? What is the capacity?

A: This falls primarily under the Assistant Director. There is a half-time staff member who does administrative work. It is pretty hard. They need to reach out to everybody and have everybody pay attention. Should coordinate more with External Relations.

Comment: What should this office look like? What could/should be invested in?

Comment: CALS Global posts events in eCALS. They have their own newsletter. They interact directly with new chairs and faculty. CALS Global presents annually to chairs.

Comment: To be valuable the unit must provide faculty money, save them time, or give them access to something they can't do alone.

Comment: CALS Global doesn't have money to offer. More money for seed grants would be valuable.

Comment: What do they have to offer? Communication may not be the issue – the unit does small amounts of all those things but not large enough in any area.

Comment: The unit has 2 FTE and legacy funds and gift funds – the goal has been to bring additional value beyond what individuals can do individually. Are there better ways to use these resources to further international engagement in the College?

Comment: Spend through those funds as seed grants and create synergies. An example would be a grant for two faculty in different departments to work together. Other centers have models where the director is paid a month of summer salary for their work. Does that free up funds? But then might get less of other things?

Motion to approve report as complete: Colquhoun/Xenos

Vote: 11-0-0

4. Professional Development in Diversity, Equity, Inclusion and Anti-racist Practices requirement

Kate presented the professional development requirement in diversity, equity, inclusion, and anti-racist practices and draft document. The training would be required this year with accountability beginning the next fiscal year.

Comment: Everyone is in favor. It is hard to keep track of all the required trainings each year. What are sticks and carrots and deadlines, etc. Recommend creating a concise summary of all training requirements and include when, where and why.

Comment: A fact sheet would be helpful to share with new employees during onboarding.

Comment: Ensure there is enough supply to complete a training. This policy may alleviate work departmental EDC committees were working on.

Kate shared that the Provost's committee has not concluded their work but reported out to Deans recently. This policy aligns with that committee's findings in that it provides individual choice and focuses on professional development. Some research finds that making it mandatory can have a negative impact therefore the campus committee recommends making the training voluntary. What are APC's feeling about making the training mandatory?

Comment: A stick is needed.

Comment: We need to strive to be better in the workplace. Education is important.

Comment: Making it mandatory helps everyone see what they can do better. Training won't immediately change behavior; but change can come slowly.

Comment: The ability to satisfy the requirement in a number of ways is good. Structuring it so accountability starts in the next fiscal year is good. Since there are a variety of ways to satisfy the requirement, a place where information is easily accessible is needed.

Motion to approve the training requirement: Hernandez/Nack

Vote: 11-0-0

Informational Items and Announcements

5. Administrative updates

There are two associate dean retirements.

- *Carole Hillmer retired. Cheryl Bowes will serve as Interim Director for HR. Angie Seitler will oversee Human Resources.*
- *Bill Barker, associate dean for research is retiring. There will be a new model for research administration. We recently recruited an excellent Assistant Dean Mark Hubbard. Mark and Mike Peters will report to Mark Rickenbach. Two new positions will be created – CALS interim associate director of the Wisconsin Agricultural Experiment Station and an interim director of graduate and post-doc affairs. Expectation is to recruit individuals in college who want to explore an administrative position.*

The Chief Diversity Officer search and screen committee has been assembled.

Thank you to the committee. And special thanks to APC members completing their service including Erika Anna, Rick Lindroth, Nicole Perna, Bill Tracy and Jeremy Foltz. Thea Whitman (Soil Science), Mehdi Kabbage (Plant Pathology), HuiChuan Lai (Nutritional Sciences), and Todd Courtenay (Global Health) will join the committee next year for three-year terms.