

CALS Academic Planning Council

6201 Microbial Sciences Building

December 3, 2019, 1:00-2:30 p.m.

Attendees: Hasan Khatib, Xuejun Pan, Rick Lindroth, Scott Lutz, Guanming Shi, Michael Bell, Guy Groblewski, Nicole Perna (left 2pm), Jill Wildonger, Barb Ingham, Jamie Nack, Erika Anna

Not Present: Jeri Barak, William Tracy

Ex Officio: Kate VandenBosch, Mark Rickenbach, Karen Wassarman

Minutes taken by: Megan Ackerman-Yost

Meeting began at 1:00pm.

Welcome 1:00-1:05

Review agenda

Revisions to current agenda

Consent Agenda

1. Approve minutes for November 19 meeting (materials in Box)

November 19, 2019 minutes were approved.

Action and Discussion Items

2. Dairy Science and Animal Sciences Department merger
Kent Weigel 1:05-1:35
Hasan Khatib

Kent Weigel presented the proposal to merge the Dairy Science and Animal Sciences departments. The departments have been discussing this merger for about 18 months, instigated by a request at the beginning of the CALS redesign process to consider a merger. The committee was provided with a proposal document, which included a timeline of events. In 2018, the two departments created an Interdepartmental Merger Exploration Committee, which worked with the Office of Strategic Consulting to develop a vision, mission, and values for the shared department and held listening sessions with departmental personnel. During this time, the two departments consolidated certain administrative support functions into a single center. In January 2019, the Animal Sciences and Dairy Science departments both voted to proceed with an "intent to merge" motion to continue developing the merger proposal; the two departments also voted to name interim chairs/associate chairs from the opposite department to align leadership positions. The departments also began holding joint faculty and staff meetings and established working groups that addressed various functions, such as governance, policies, research support, and facilities. There was a retreat in Summer 2019 to discuss a department name and a comprehensive internal planning document. On November 15, 2019, the Animal Sciences and Dairy Science Executive Committees successfully passed votes to 1) discontinue the current department, contingent upon the creation of the new Department of Animal and Dairy Sciences and 2) merge the Department of Animal Sciences with the Department of Dairy Science to create the new Department of Animal and Dairy Sciences.

While it was acknowledged that closing both departments and opening a new one was more difficult administratively, the departments felt that it was an important step to ensure a sharing of equals. Concerns raised during the process included a loss of identity and visibility, as well as a concern that the new department would be spreading itself too thin with different initiatives and directions given the increased scope and faculty expertise.

The two departments include 26 faculty, almost evenly split between the current departments, although some growth is anticipated due to the Dairy Innovation Hub.

There are no immediate changes planned for the undergraduate or graduate programs. However, a new team has been created across the whole new department to increase enrollment in the majors.

The committees that were in the two departments were reviewed and reorganized to reduce the number of committees and improve effectiveness.

The policy working group has been reviewing policies to see where alignment is needed. They are currently working on some “low-hanging fruit” for policies that will be easy to merge and will be working on other policies, such as teaching load, soon.

One aspect of the merger that was stressed was the need to ensure that the new department continues to have critical mass in research areas. The department wants to ensure that there is more than one person in key areas so that programs are stable, especially as faculty retire or turn over. While it is important that faculty research in a variety of species are represented, the department indicated the need to consider research areas instead of just species categories, as having depth in research areas provides stability for academic programs and initiatives. However, Kent stated that it was also important for the department to consider emerging areas of research that are necessary for change.

Q: How have you handled hiring during this time? A: carefully. We have tried to ensure that the hiring committees have represented both historical departments and tried to remain more species-neutral. Both executive committees voted on all the hires (e.g., voted by one and endorsed by the other).

Q: I know the college has provided guidance on promotion and tenure, but I’m wondering how you have addressed any concerns from your assistant professors? A: I don’t think that it was a major concern of any of the assistant professors, and tenure decisions for current assistant professors are outlined in the merger proposal. I think there has been a concern about climate going forward, which we are aware of.

Q: Are there any obvious differences in faculty mentoring and tenure review? A: The Dairy Science department has had more faculty pass their tenure review. The Animal Sciences department had five faculty who did not make it to tenure, so we changed our policy for tenure and strengthened the mentoring process for faculty.

Q: Is there a plan for recruitment? A: Animal Sciences hasn't traditionally had recruitment efforts, but Dairy has been doing it. Now we have a working group to have a combined recruitment effort. We have changed the focus of our AN SCI/DY SCI 101 course to provide broader appeal for both farm and companion animals.

Q: I'm wondering about the staff for your department and how they have reacted? A: There were a few staff that turned over, mostly due to retirement. We changed our advising model and hired a professional advisor to cover advising for all the students. We haven't fully worked it out yet, but we want to have all students with a faculty mentor in addition to the advisor.

Q: I'm interested – is the indirect costs and revenue-generating fairly even between the two departments? A: Overall, yes, but Animal has more CFI and Dairy brings in more research grants. In most ways, the departments are about equal size. We believe this is part of the reason why the merger has gone fairly smoothly.

Q: How much of a mess is the new subject listing going to be, and how confusing will it be to students? A: There is only one number that overlaps, so we don't anticipate a large issue. However, the process for merging subject listings is on hold right now and hasn't started yet.

Q: I'm wondering about some feedback that the department could provide for future mergers, given that both of these departments were healthy going in? A: I think in this case we didn't have an issue with a takeover, where one department is much bigger than another, but were more of a merger of equals. We had time over a year and a half to talk through the change and the effects. We are in the same building, nation-wide there are only a few separate dairy science departments, and there isn't any reason other than tradition to have separate departments. The dean's office was supportive and provided a lot of assistance, and new faculty coming in were encouraged about the change. There is also a reorganization of animal care to distribute the workload and improve efficiencies with animal care and equipment.

Motion to support the proposal to open a new department of Animal and Dairy Science, close the old Animal Science and Dairy Science departments, move the faculty and subject listings to the new department, etc.

Vote to support: Lutz/Pan, 12-0-0

3. Summer Term, follow-up discussion

Karen Wassarman 1:35-1:55
Angie Seitler

Karen Wassarman and Angie Seitler provided a question-and-answer session on summer term enrollment and funding.

Q: Has there been a push from students for taking courses in the summer? In my field, summer is often a time for practical experience, and I want to be sure that we are keeping student interest in mind instead of just generating revenue. A: Students are interested in taking courses over the summer. Summer courses are good for bottlenecks, where students can get into courses in summer more easily. Some students want to take one course over the summer so that they can really focus on one course. Students who are doing research sometimes want to take a course over the summer.

Q: I have a question about cancelling a course for low enrollment. Departments put out some capital to teach a course, and what is the best timing for students? A: The cost for departments is actually fairly similar regardless of the term. There are no deadlines, but we should be good players in this domain, because it makes a big difference to students.

Q: Is this a departmental decision, or is there a college strategy? A: Campus provides some information about bottlenecks and assisting with funding. We have conversations with departments that are interested in getting involved in summer to help focus efforts. There is also an instructional designer who we are hoping will help us identify players in this domain.

Q: Have you seen any data on any effects of summer term? A: We've seen some effects on course enrollment, which I think was the hoped-for outcome. Taking some of the enrollment burden off of large enrollment courses during the fall and spring semesters is beneficial for students.

Q: Is there a strategy for online vs. in-person courses? A: It's important to keep in mind that not every course can be online, and it's important to develop each course as a student experience. We rely on the expertise by DCS to assist in developing online courses.

Q: I have a question about CFI – aren't you competing with yourself? You are required to pay money for summer, so in order to make that money, you have to teach during the summer even if there aren't courses that are overenrolled. A: If your courses are overenrolled during the two semesters, then you can teach in the summer. You can also be thinking about different audiences in the summer, for students who aren't in your major or aren't at the university.

Q: It seems like there are two different issues: one is the summer charge, which can be paid in different ways, and the other is the summer courses. Do other departments pay for that summer charge in ways other than offering summer courses? A: Yes, some departments have taught more in the summer, and some are using other sources of money.

Q: I'm just wondering whether this summer charge is a stick to make us teach year-round? A: The chancellor set out ambitious goals for increasing revenue, and we are still on the upward trend. The purpose of increasing revenue is to reach more learners and improve our services.

Q: I would argue that right now the risk is all with the student, since they don't know if they will be getting a quality experience. I think that risk should be with the department, the college, or the university. A: The courses are assessed the same way that courses during the semester are assessed.

Informational Items and Announcements

4. 3-year plans for GUIDE

Karen Wassarman

1:55-2:05

The chancellor's office is rolling out a new initiative for three-year plans which is going to happen very quickly. If you are interested, please contact the Academic Affairs office. An email will be sent to the chairs.

- 5. Administrative search updates 2:05-2:10
- 6. CALS Awards nominations 2:10-2:20

The Atwood Teaching Award is being reformatted into a faculty fellowship. It will be an application process that will provide some funding for teaching, curriculum development, and other items.

The Louise Hemstead Leadership Award – new award for leadership in agriculture. Because the memory of Louise is so fresh, the college is hoping that we can honor her memory with a strong candidate pool.