



4 September 2009

Professor Steven Ackerman
Professor Richard Amasino
Professor Patricia F. Brennan
Professor Hector Deluca
Professor Thomas Kuech
Professor Steven Nadler
Professor Edgar Spalding
Professor Barbara Wolfe
Professor Susan Zaeske

Dear Colleagues:

The University Committee is grateful that you are willing to contribute your time and expertise as members of the Ad Hoc Committee to Determine the Needs and Structure of UW-Madison's Research Enterprise, and that Professor Deluca has agreed to serve as your chair.

The chancellor and the provost have initiated a conversation that questions whether the current structure of the Graduate School serves the needs of UW-Madison. Recent correspondence from the provost to the directors of the Graduate School's research centers states that "there are concerns that our practices may inhibit our ability to secure major grants for which we have the requisite expertise and creativity. Our current research programs, quite simply, have grown beyond the infrastructure currently in place to support them."

UW-Madison has experienced profound success in its research enterprise and it is, without question, in the best interest of the faculty that the institution examine the status quo to make certain that we are appropriately positioned to continue this remarkable achievement. While the faculty underpin this success, we all know that there are other unquantifiable factors that have created the unique culture within which we are able to flourish. The fact that we consistently rank as one of the country's elite research institutions is testament that UW-Madison has something special that merits careful stewardship.

Chapter 36 of the Wisconsin statutes define and anchor what we are as an institution and as a faculty. Our responsibility for the immediate governance of the institution, our participation in institutional policy development, and our responsibility for academic and educational activities and faculty personnel matters, including our own faculty organizational structure have all helped to create the environment within which we succeed. This includes the structure of the Graduate School, which facilitates synergies of graduate education and research across the campus.

Within this context, the UC charges you to undertake a careful, deliberate and timely assessment of the needs of the institution's research enterprise, which includes the Graduate School, the Office of Research and Sponsored Programs, compliance structures, research centers and institutes, and the annual WARF gift. The UC asks that your committee formulate recommendations on the best way to address any

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deficiencies, while ensuring that the faculty's, and therefore the institution's, continued success is preserved and supported. Any recommendations that may result from your study will also need to ensure that the faculty's rights and responsibilities are preserved through faculty governance structures and oversight.

We look forward to receiving your report and recommendations as soon as possible but no later than the end of the calendar year.

Thank you.

Sincerely,

William Tracy, chair
University Committee
Friday Professor of Agronomy

c: UW-Madison Faculty
Chancellor Bidy Martin
Provost Paul DeLuca
Dean Martin Cadwallader