

**Organizing for Success:
Research and
Graduate Education
DRAFT**



UW-Madison's Success in Research and Graduate Education

- Remained in the top five institutions for research expenditures for over 20 years.
- More than \$900 million worth of research across all fields
- 9,000 graduate students in 146 master's programs and 110 doctorate degrees.
- More than 30,770 doctorates have been awarded by UW-Madison.

Why Change Now?

- Many faculty, chairs, deans told us there were problems and gaps. We agree.
- Failure to act could put us in a weakened position compared to our peers.
- We want to clear the paths and create the optimal setting for you to succeed.
- We have some ideas. We want your ideas.

Guiding Principles for This Change

- Sustain and advance our pre-eminence in research/scholarship and in graduate education
- Do no harm. Add value.
- Decisions about research directions are made by faculty.
- Shared governance is and will remain a core value
- Interdisciplinary collaboration is our strength – preserve, enhance, and grow.
- All fields of inquiry and creative activity--the arts, humanities, social sciences, biological sciences, and physical sciences--are important in thinking about change.

Evolution and Growth

- Graduate School established in early 1900's
- In the 1960s the Graduate School began its open competition with encouragement to the arts, humanities, and social sciences to apply for funding.
- Research function evolved as research administration and compliance became more complex
- RSP added in mid 1990's
- "VC for Research" title added in mid 1990's
- Policy and Compliance added - 2002

Consequences of Success – Growth and Complexity

Our tremendous success has given rise to complexity and magnitude that is straining the system

Addressing Problems - Elevating Research

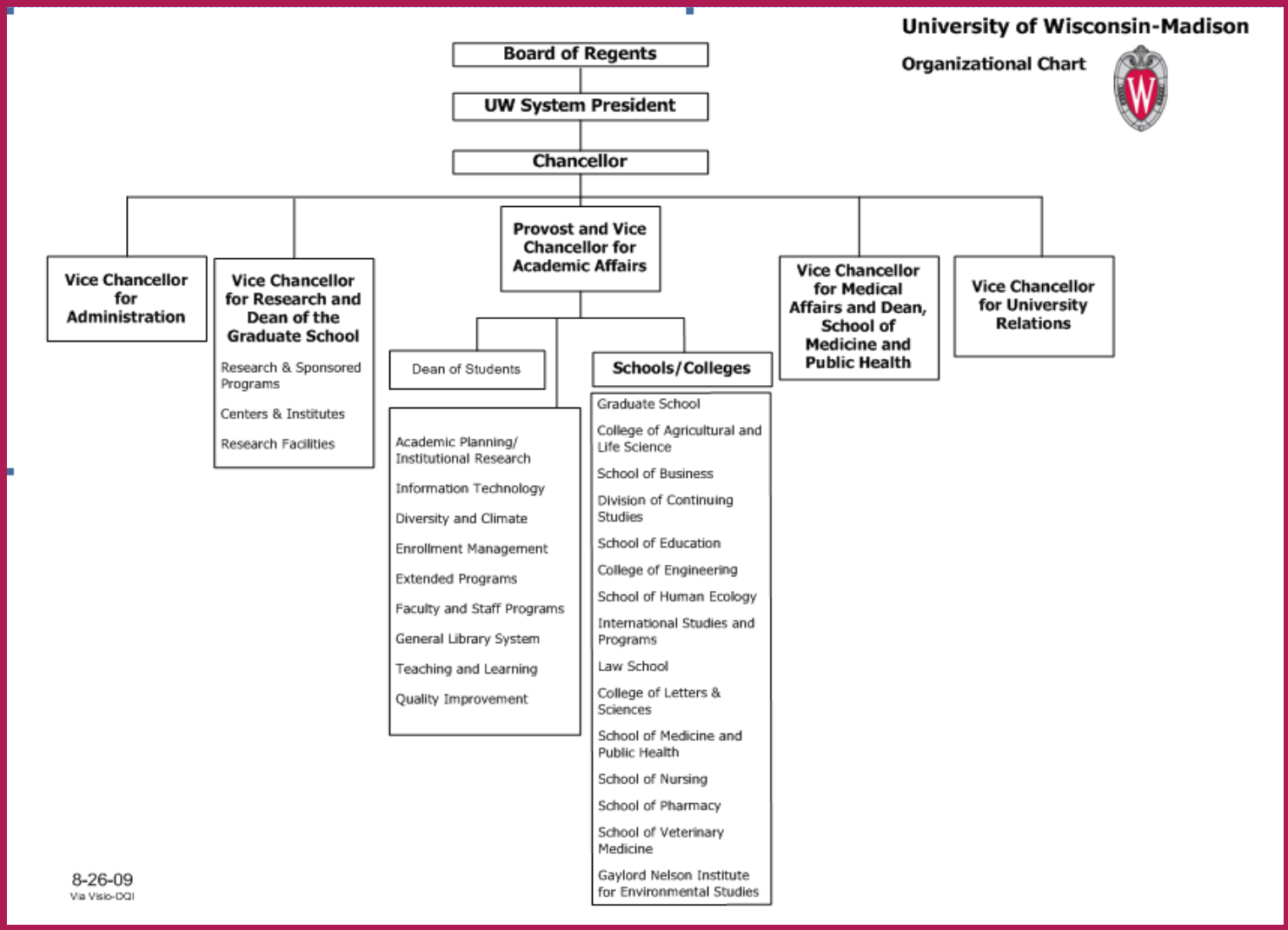
- Grants management
- Compliance and enforcement issues
- Advocating and collaborating with national funding agencies and foundations.
- Resource development and support for large projects
- Industry agreements
- Connect researchers and ideas on campus

- Is our current organizational structure optimal for dealing with this increased growth and complexity?
- If not, then let's improve our structure to optimize our potential.

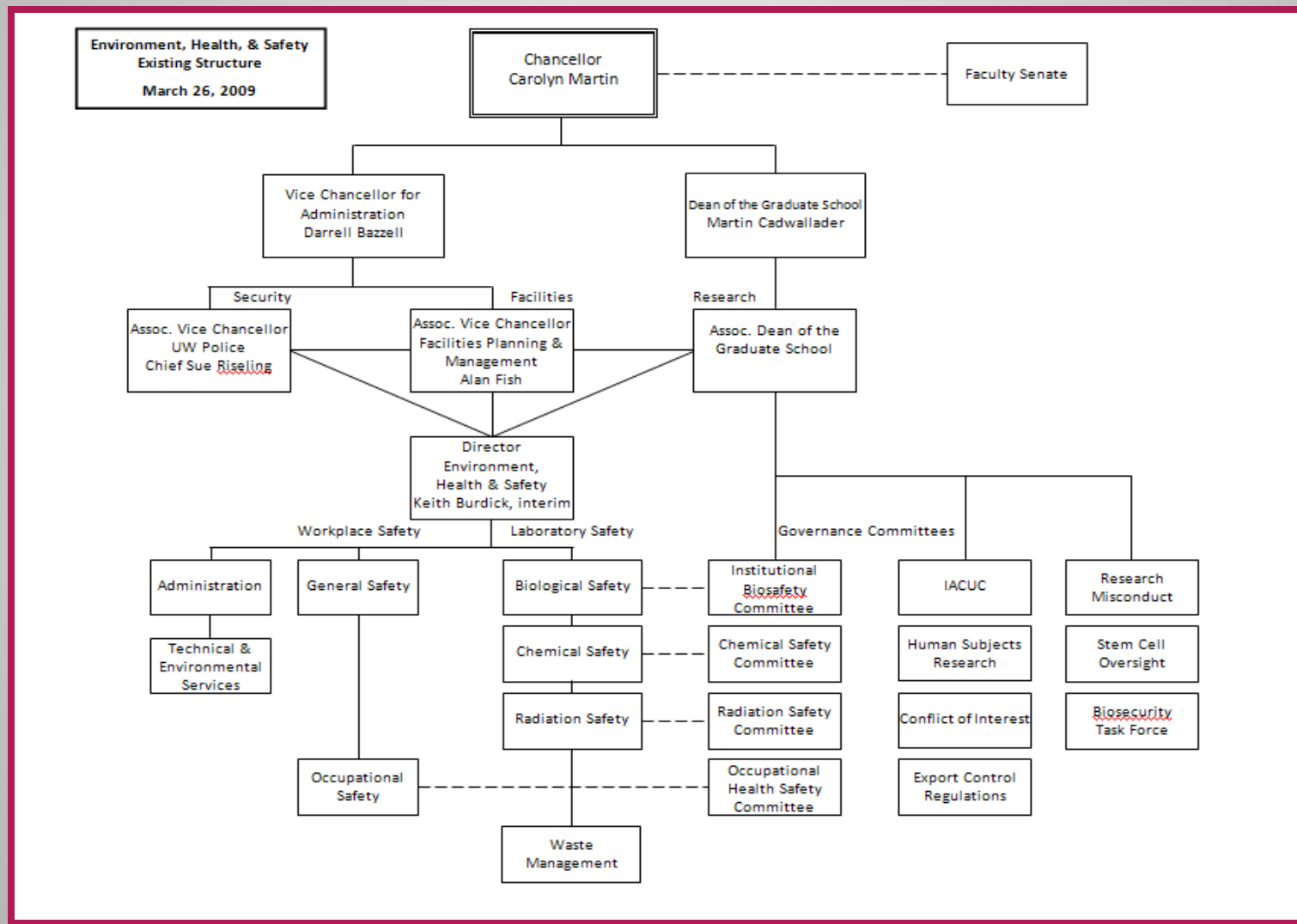
Current Structure:

- Research and graduate education are combined, reporting to the Vice Chancellor for Research/Dean of the Graduate School.
- Research compliance reports to multiple locations.

Current Structure



Current Structure



Benefits that we want to sustain

- WARF funds – continue grad fellowships and the fall competition, funding arts, humanities, social sciences, physical sciences, and biological sciences.
- Foster synergy between research and graduate education, including engaging graduate students in research efforts.
- Decisions about research directions are made by faculty

Strengthening Research Requires:

- Improving our grants management system
- Improving compliance and enforcement issues
- Establishing a visible and active presence with national agencies and major foundations that support university activities in the arts, humanities, social sciences, physical sciences, and biological sciences
- Actively developing resources and leading efforts on large campus projects
- Developing systems for establishing and managing industry agreements

Increasing our National Presence and Influence

A few examples of where we need to be “at the table”

- AAU
- CIC
- NSF, NIH, DOE, etc
- Foundations: Ford, Carnegie, Mellon, etc
- World Universities Network

What does the cumulative effort look like?

- Graduate education – processes, policies, issues, fellowships, admissions, etc
- Research policy and issues
- Research facilities
- Grants management – RSP
- New systems for industry contracts – new function
- Compliance – add leadership role
- Center leadership and support
- WARF competition
- Dialogue with funding agencies and foundations
- National/international collaboration on research issues and directions with peers

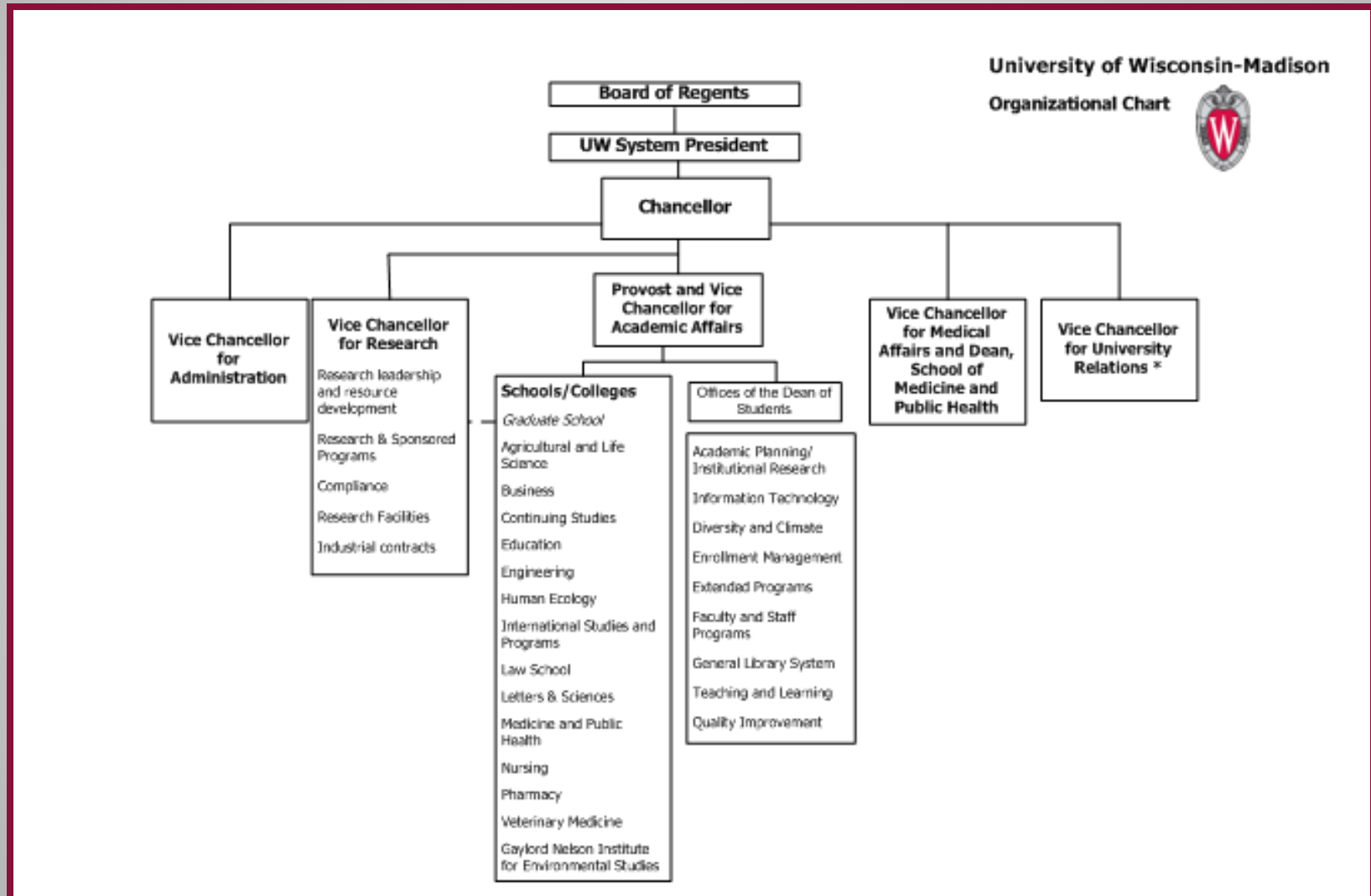
What is the Best Structure?

- Can all these critical functions be effectively led and managed in one unit by single leadership?
- Is our research mission important and complex enough to warrant greater focus and investment?

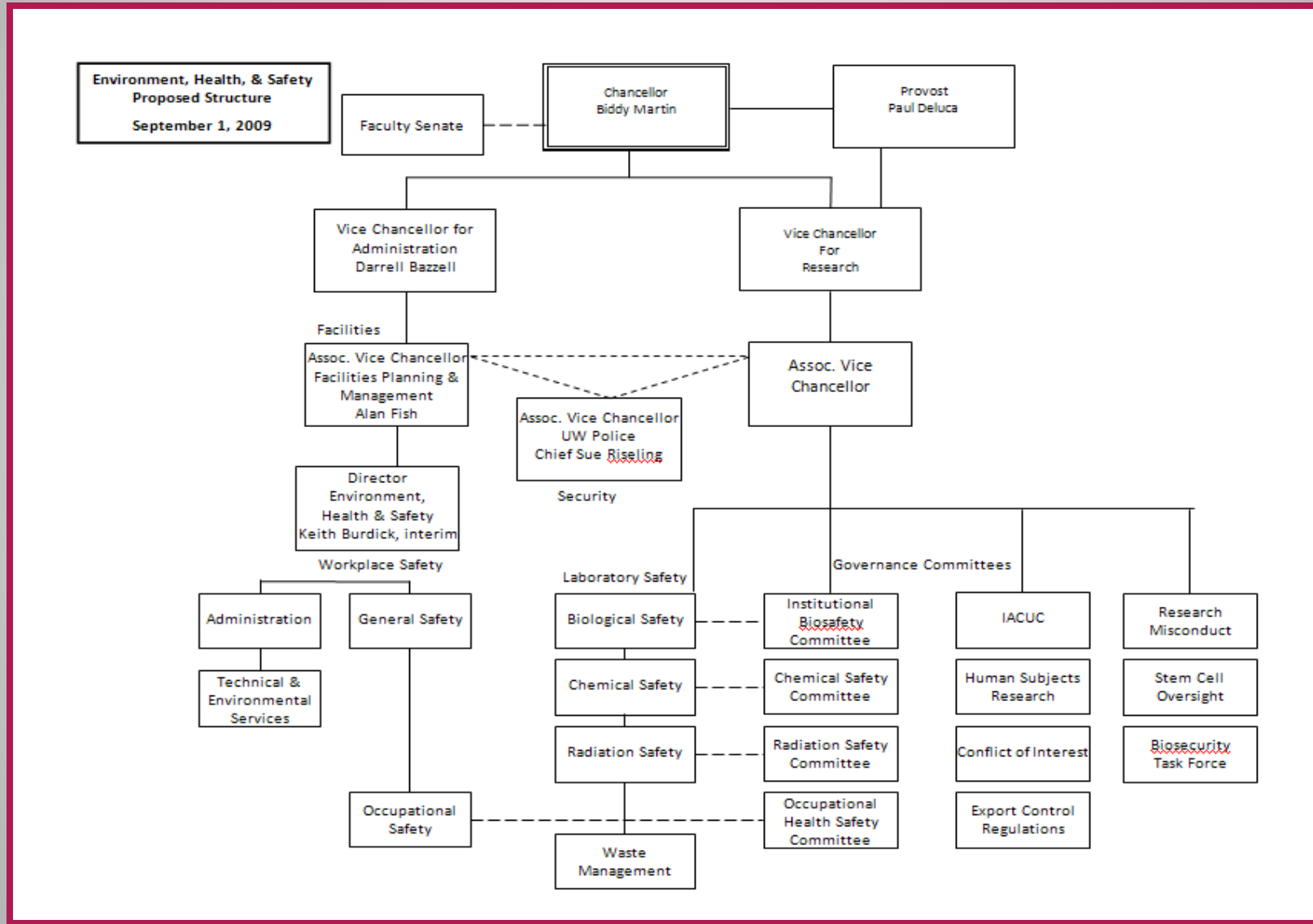
A model to consider:

- Create a Vice Chancellor for Research
- Retain the Dean of the Graduate School
- Change research compliance to report to the Research office.

Proposed Structure



Proposed Compliance Structure



Graduate School Centers

Currently a number of centers report to the Graduate School

Options:

- Remain in Graduate School
- Move to the Research office
- Report to Schools/Colleges

Benefits of this Approach

- The Research office would be in a better position to:
 - Strengthen grants management
 - Improve compliance and safety
 - Engage with funding agencies and foundations
 - Increase research opportunities with industry
 - Foster large projects
 - Connect researchers/scholars and ideas across campus and beyond.
- The Graduate School could focus on advancing graduate education issues and services.

Options and Variations?

- What are other options for addressing problems and seizing opportunities?
- Can we learn anything from peer institutions?
- What are specific elements of the design that would help optimize potential?

Process and Timeline

This Semester – Engage and Explore

- Dialogue with many campus groups and individuals
- Town Hall meetings. Comments via web, email.
- University Committee and Academic Staff Executive Committee: Research Enterprise Ad Hoc Committees
- Develop and evaluate options

December/January

- Review reports and options

Spring Semester

- Discussion sessions – What have we learned?
- Make decisions
- Begin staged implementation

Your Ideas and Comments:

Town Hall Meetings

- Tuesday Sept 22 4:00-5:00 pm
 - 1106 Mechanical Engineering (sponsored by COE)
- Wednesday Sept 30 4:00-5:00 pm
 - 180 Science Hall (sponsored by L&S)
- Thursday Oct 1 4:00-5:00 pm
 - 1345 Health Sciences Learning Center (sponsored by SMPH)
- Wednesday Oct 14 Noon-1:00 pm
 - Ebling Center, First Floor, Microbial Sciences (sponsored by CALS)
- Friday Oct. 23 1:00-2:00 pm
 - 3650 Humanities (sponsored by SOE, L&S, and SOHE)

Comment at: Provost@provost.wisc.edu or
www.news.wisc.edu/research-and-graduate-ed/

The Question:

- How are research and graduate education best organized for future success?