

Proposal to Create a New Department of Animal and Dairy Sciences and Discontinue the Departments of Animal Sciences and Dairy Science

Following 9/19/2019 UAPC approved Policy on Departments and Department-Like Academic Units

- A. **Proposed name:** Department of Animal and Dairy Sciences
- B. **Home school/college restructured department:** College of Agricultural and Life Sciences
- C. **Succinct statement of proposal:** This proposal summarizes the rationale for our departmental merger and the proposed structure of our new department – this process will require three formal governance actions:
 - a. **Discontinue the Department of Animal Sciences**
 - b. **Discontinue the Department of Dairy Science**
 - c. **Create a new Department of Animal and Dairy Sciences, which will be comprised of all current faculty, staff, academic programs, physical resources, and financial assets of the Department of Animal Sciences and the Department of Dairy Science**

- D. **Succinct statement of the common field of knowledge or closely related scholarly interests that define the proposed department or academic unit:** The Departments of Animal Sciences and Dairy Science have a long and proud history of groundbreaking discoveries in animal nutrition, physiology, genetics, management, and related fields, as well as a tradition of extending research to solve practical problems on farms in Wisconsin and beyond. Our departments are interdisciplinary, and the interests and skill sets of our faculty and graduate students range from molecular biology to machine learning. Virtually all of our work happens in a biological context, with an eye toward improving our understanding of animal biology, enhancing the lives of domestic animals, advancing the production of animal-sourced foods, or improving the health of humans that consume them. We plan to maintain this balance of discovery and translational research in the future.

Most other land-grant universities combined their departments of dairy, livestock, poultry, and meat science many years ago, but due to Wisconsin's large dairy industry the Department of Dairy Science remained independent of the Department of Animal Sciences, which was created a quarter-century ago when the Department of Meat and Animal Science merged with the Department of Poultry Science.

- E. **Timeline of planning and proposed implementation:**

Apr-May 2018 Dean VandenBosch discussed recommendations of the CALS Redesign and asked faculty and staff of Animal Sciences and Dairy Science to consider a departmental merger

Jun-Aug 2018 Department chairs met with Dean VandenBosch and Office of Strategic Consulting staff to lay out the process for evaluating a potential merger

Jun-Jul 2018 Office of Strategic Consulting staff met with early career faculty from both departments to assess their attitudes regarding a potential merger

Sep-Dec 2018	Interdepartmental Merger Exploration Committee met biweekly with staff of Office of Strategic Consulting to develop a vision, mission, and values for the merged department
Dec 2018	Interdepartmental administrative service center was formed to handle finance, payroll, IT, human resources, and other support functions under the direction of a single department administrator (Nancy Hilmanowski)
Jan 2019	Merger Exploration Committee shared its ideas regarding the mission, vision, and values of a merged department with faculty and staff
Jan 2019	Merger Exploration Committee held three listening sessions with campus-based faculty and staff and one with Arlington animal operations staff
Jan 2019	Department of Animal Sciences faculty voted unanimously to proceed with an “intent to merge” motion , which included formation of interdepartmental working groups to develop strategic plans regarding governance, research, teaching, outreach, and animal operations, as well as preparation of a formal merger proposal (Date: Jan. 23, 2019)
Jan 2019	Department of Dairy Science faculty voted by a 9 to 2 margin to proceed with an “intent to merge” motion , which included formation of interdepartmental working groups to develop strategic plans regarding governance, research, teaching, outreach, and animal operations, as well as preparation of a formal merger proposal (Date: Jan. 25, 2019)
Jan 2019	Animal Sciences faculty voted unanimously to name Kent Weigel (Chair of Dairy Science) as Interim Chair of Animal Sciences, effective February 15, 2019
Jan 2019	Dairy Science faculty voted unanimously to name Hasan Khatib (Associate Chair of Animal Sciences) as Interim Associate Chair of Dairy Science, effective February 15, 2019
Feb 2019	Animal Sciences and Dairy Science began holding joint monthly departmental faculty and staff meetings
Feb-May 2019	Working groups addressed key issues in biweekly strategic planning meetings: <ul style="list-style-type: none"> • Faculty Governance, Policies, and Expectations • Research Priorities, Future Faculty Positions, and Research Support • Undergraduate Instruction and Graduate Student Training • Extension, Outreach, and Stakeholder Relations • Animal Operations and Building Facilities
Mar 2019	Alumni newsletters for both departments featured an overview of the potential merger and its implications
May 2019	Recommendations of the working groups were reviewed and discussed at a half-day interdepartmental faculty retreat
Jun-Aug 2019	Department chair combined recommendations of the working groups into a comprehensive internal planning document
Jul 2019	CALS administration reviewed the comprehensive internal planning document and provided feedback
Jul 2019	Dean VandenBosch discussed the proposed merger in the college’s magazine, sent to all alumni living in the U.S. (https://grow.cals.wisc.edu/departments/in-vivo/major-modernization)

Aug 2019	CALS administration reviewed the comprehensive internal planning document and provided feedback
Aug 2019	Comprehensive internal planning document was reviewed and discussed at a full-day interdepartmental faculty and staff retreat
Sep 2019	Department chair worked with CALS Communications to prepare and distribute a merger Q&A document for alumni and stakeholders of both departments
Sep-Oct 2019	Department chair summarized and condensed comprehensive internal planning document into a formal merger proposal for CALS and campus governance committees
Sep 2019	CALS administration reviewed draft of formal merger proposal and provided feedback
Sep 2019	Alumni were invited to submit comments through an online form
Oct 2019	Draft of formal merger proposal was distributed to faculty of both departments for review and feedback
Oct 2019	“Office hours” discussion sessions were held for faculty and staff, assistant and associate professors, and full professors to discuss last-minute questions and concerns regarding the merger
Nov 2019	The Animal Sciences Executive Committee voted unanimously to discontinue the Department of Animal Sciences, contingent upon the creation of the new Department of Animal and Dairy Sciences and The Animal Sciences Executive Committee voted unanimously to merge the Department of Animal Sciences with the Department of Dairy Science to create the new Department of Animal and Dairy Sciences; all 11 tenured and tenure-track faculty members were present for the votes (Date: Nov. 15, 2019)
Nov 2019	The Dairy Science Executive Committee voted by a 9 to 1 margin to merge the Department of Dairy Science with the Department of Animal Sciences to create the new Department of Animal and Dairy Sciences and The Dairy Science Executive Committee voted by a 9 to 0 margin with 1 abstention to discontinue the Department of Dairy Science, contingent upon the creation of a new Department of Animal and Dairy Sciences; 10 of 11 tenured and tenure-track faculty members were present for the votes (Date: Nov. 15, 2019)
Dec 2019	CALS Academic Planning Council will review the departmental merger proposal and approve it for review by campus governance committees
Jan-Apr 2020	University Academic Planning Council, Graduate Faculty Executive Committee, and Board of Regents will review and discuss the departmental merger proposal
Jul 2020	Department of Animal and Dairy Sciences will be formally launched

F. **An explanation of the precipitating circumstances or rationale for the proposal:** The Departments of Animal Sciences and Dairy Science have an interdependent relationship that has spanned decades. This includes sharing the Animal Sciences Building at 1675 Observatory Drive, cross-listing and co-teaching many core courses, and collaborating on countless research projects and outreach programs. Both departments serve Wisconsin’s farming and food processing industries, which contribute \$104.8 billion annually to the state’s economy, and both

departments have faculty whose research interests range from applied and agricultural to fundamental and biomedical.

Dean VandenBosch asked our departments to consider a merger in April 2018, following an internal college self-study known as the CALS Organizational Redesign. Because a large proportion of our faculty and staff were hired in the 1980s, we are facing a wave of retirements, and this provides a once-in-a-generation opportunity to reinvent ourselves for the future. Neither department is considered “at risk” due to low student enrollment or dwindling faculty numbers, but both lack critical mass in key disciplines, both offer some low-enrollment courses, both lack depth in administrative staff, and both struggle to maintain expensive animal operations.

For these reasons, and based on the recommendation of an interdepartmental merger exploration committee that worked throughout the fall 2018 semester, the departmental executive committees voted in January 2019 to proceed with development of a merger proposal (Animal Sciences vote passed unanimously; Dairy Science vote passed by a 9 to 2 margin). Likewise, the Department of Animal Sciences elected Kent Weigel (Chair of Dairy Science) as Interim Chair of Animal Sciences, and the Department of Dairy Science elected Hasan Khatib (Associate Chair of Animal Sciences) to serve as interim Associate Chair of Dairy Science. Previously, in December 2018, we had merged our administrative staff into a shared interdepartmental service center, with a single department administrator and shared human resources, financial management, and student services staff.

Most land-grant universities in the U.S. merged their animal, dairy, meats, and poultry departments decades ago, but a merger had not occurred at UW-Madison, due largely to the dominant position of dairy in Wisconsin’s agricultural sector. Our faculty are highly cognizant of the struggles of merged peer departments at other land-grant universities. The greatest challenges have been poor departmental climate, where faculty remained in their species-specific silos for years or decades after the merger, and lack of departmental focus, where human and financial resources were stretched thin by attempting to maintain the entire array of research, teaching, and extension activities that were carried out by each department before the merger. We are determined to avoid these pitfalls, and throughout spring and summer 2019 five interdepartmental groups of faculty and staff worked diligently to articulate a shared vision and develop an effective plan, as regards: 1) governance, policies, and expectations; 2) research priorities, future faculty positions, and research support needs; 3) undergraduate teaching and graduate student training; 4) extension, outreach, and stakeholder relations, and 5) building facilities and animal operations. The outputs of these working groups were combined into a comprehensive internal planning document, which was shared and discussed with faculty and staff in August 2019. This plan was summarized in Q&A form for our alumni, stakeholders, and students, and it represented the foundation for the formal merger proposal contained herein, which we now submit for review by CALS and campus governance committees.

In terms of budget considerations, the Departments of Animal Sciences and Dairy Science have large financial needs relative to department size, due largely to our animal operations, and to a lesser extent our state and federally funded Division of Extension programs. The departmental 101 (state general program revenue funds and tuition) budgets are \$2.66M for Animal Sciences and \$1.49M for Dairy Science. Differences exist in the manner in which farm-based animal operations staff and laboratory-based research support staff are funded, and over time we will work toward a more equitable system for funding staff positions in the merged department. In

addition, the Dairy Science and Animal Sciences 104/143 (state and federal Cooperative Extension Services formula funds, allocated by the Division of Extension) budgets are \$0.57M and \$0.43M, respectively, with more tenure-track faculty specialists in the former and more academic staff specialists in the latter. Again, we will address these differences over time, as we recruit new Extension-funded integrated specialists.

Both departments have strong relationships with industry stakeholders, and each has significant donor resources at UW Foundation and in UW Trust Funds. At present, the total market values of funds held at UW Foundation are \$4.56M for Animal Sciences and \$5.55M for Dairy Science. These funds fall largely into four categories: building funds for construction and maintenance of facilities; scholarship funds for support of our undergraduate and graduate students; broad-based program funds that are used at the discretion of the department chair for start-up packages and major projects or initiatives, and targeted program funds that are used by individual faculty or discipline groups to support their research, teaching, or outreach programs. As was the case with separate departments, the individuals or groups with spending authority for UW Foundation Accounts and UW Trust Funds will be reviewed in detail with UW Foundation staff to ensure that donors' wishes are honored.

With regard to physical space, the Animal Science Building has served as the primary home for faculty members in the Departments of Animal Sciences and Dairy Science since the early 1970s, excepting the meat scientists, who have been housed in the Meat and Muscle Biology Building. The Animal Science Building is outdated, but generally functional, and it has sufficient space to house current faculty and staff and anticipated new hires. The eight floors of the research tower are comprised of individual and shared research laboratories, as well as office space for faculty, post-docs, and graduate students. The building is highly fragmented in its structure, so chance interactions between faculty and students from different disciplines are limited, and research groups tend to be isolated. The animal genetics group has been integrated across departments for years, and it shares the 4th and 5th floors with quantitative farm management faculty and graduate students. The 6th through 11th floors have historically been segregated by both department and discipline – for example, dairy nutrition on 9th floor and livestock nutrition on 11th floor, or dairy physiology on 8th floor and livestock physiology on 7th floor. We have begun integrating these floors across departmental boundaries, because we believe mixing of faculty and graduate students across species interests is critical to the success of this merger.

In 2020, the new Meat Science and Animal Biologics Discovery (MSABD) Building will open, and this represents an exciting \$55M investment by CALS, UW-Madison, the State of Wisconsin, and industry partners. Approximately half a dozen faculty who study muscle biology, food safety, and animal biologics will be housed in MSABD, and other departmental, CALS, and campus faculty will have access to its research, teaching, and outreach spaces as needed. This facility will allow us to attract outstanding faculty and graduate students, and it will create numerous possibilities for industry-sponsored research related to controlling pathogens, enhancing nutrition, and capturing added value from biologically active compounds that can be derived from animal agriculture.

- G. **Faculty membership of the department:** In accordance with FPP 5.10, Animal Sciences has 14 faculty members at present, including three newly recruited assistant professors who have not yet arrived (Adcock, Guo, and Leone), whereas Dairy Science currently has 12 faculty members, including one newly recruited assistant professor who has not yet arrived (Ferraretto).

<u>Name</u>	<u>Department</u>	<u>Rank</u>	<u>Research</u>	<u>Teaching</u>	<u>Extension</u>
Sarah Adcock	Animal Sci.	Asst	50%	50%	
Sebastian Arriola Apelo	Dairy Sci.	Asst	60%	40%	
Victor Cabrera	Dairy Sci.	Full	30%		70%
Jim Claus	Animal Sci.	Full	60%	40%	
Dave Combs	Dairy Sci.	Full	55%	45%	
Tom Crenshaw	Animal Sci.	Full	50%	50%	
Joao Dorea	Dairy Sci.	Asst	60%	40%	
Luiz Ferraretto	Dairy Sci.	Asst	40%		60%
Paul Fricke	Dairy Sci.	Full	30%		70%
Wei Guo	Animal Sci.	Asst	60%	40%	
Laura Hernandez	Dairy Sci.	Assoc	60%	40%	
Hasan Khatib	Animal Sci.	Full	65%	35%	
Brian Kirkpatrick	Animal Sci.	Full	60%	40%	
Vanessa Leone	Animal Sci.	Asst	60%	40%	
John Parrish	Animal Sci.	Full	60%	40%	
Jess Reed	Animal Sci.	Full	75%	25%	
Mark Richards	Animal Sci.	Full	70%	30%	
Guilherme Rosa	Animal Sci.	Full	65%	35%	
Dan Schaefer (10% admin)	Animal Sci.	Full	40%	50%	
Dhanu Shanmuganayagam	Animal Sci.	Asst	60%	40%	
Jeff Sindelar	Animal Sci.	Assoc	20%		80%
Jennifer Van Os	Dairy Sci.	Asst	40%		60%
Michel Wattiaux	Dairy Sci.	Full	30%	70%	
Kent Weigel	Dairy Sci.	Full	55%	15%	30%
Heather White	Dairy Sci.	Assoc	60%	40%	
Milo Wiltbank	Dairy Sci.	Full	70%	30%	

Our expectation is that we will neither gain or lose any faculty in the departmental merger, and all current and incoming (hired, but not yet arrived) faculty of Animal Sciences and Dairy Science will comprise the faculty of the Department of Animal and Dairy Sciences.

In addition to these tenure-track faculty, Dairy Science has a departmentally funded Research Scientist, Matt Akins, with an independent research and extension program at the Marshfield

Agricultural Research Station. Other staff members in the Research Scientist series are funded by research grants and linked to the programs of specific faculty members.

Faculty from other departments or colleges with affiliate appointments and graduate student training rights in Animal Sciences or Dairy Science include: J.P. Martins (Veterinary Medicine), Terri Ollivett (Veterinary Medicine), Doug Reinemann (Biological Systems Engineering), and Garret Suen (Bacteriology). Adjunct faculty from Madison-area companies and the USDA-ARS Dairy Forage Research Center include: Derek Bickhart, Wayne Coblenz, Michelle der Bedrosian, Brad Didion, Robert Fourdraine, John Goeser, Mary Beth Hall, Ken Kalscheur, Wenli Li, Steven Lorton, Andy Milkowski, Kevin Panke-Buisse, Dennis Seman, Mark Wilson, Xio-Lin Wu, and Geoff Zanton. Lastly, Animal Sciences or Dairy Science faculty with affiliate appointments elsewhere include: Dan Schaefer (Bacteriology), Guilherme Rosa (Biostatistics and Medical Informatics), Jim Claus (Food Science), Mark Richards (Food Science), Jess Reed (Food Science, Materials Science and Engineering, Nelson Institute), and Michel Wattiaux (Nelson Institute). All affiliate and adjunct appointments are expected to continue in the merged department.

Mission-Focused Departmental Committees

Four departmental committees will address the key “customers” we must satisfy in order to fulfill our mission and vision, specifically: 1) current and prospective faculty and staff; 2) current and prospective undergraduate students and their families; 3) current and prospective graduate students and the companies, foundations, and government agencies that fund our research projects, and 4) food and agriculture industry stakeholders who are the consumers of our research outputs and outreach programs.

Each committee is comprised of both faculty and academic staff, and each will elect its chair annually. Assistant professors are not eligible to serve as committee chairs, nor is the department chair, associate chair, or department administrator. Committees will meet quarterly, at minimum, and chairs will work with the departmental leadership team to identify actions that can be taken at the discretion of the committee chair, those that require approval of the department chair or associate chair, and those that require a vote of the full committee.

Faculty and Staff Development Committee

Members:	Sandy Bertics	Dan Schaefer
	Victor Cabrera	Michel Wattiaux
	Laura Hernandez	Kent Weigel
	Jess Reed (chair)	Nancy Hilmanowski

Key Responsibilities:

- Fair and effective recruiting, hiring, and mentoring of new faculty and staff
- Impartial and informative post-tenure reviews of mid-career and senior faculty
- Proactive strategies for professional development of faculty and staff
- Timely and fair nomination of faculty and staff for awards and honors
- Guidance regarding the content and use of faculty activity reports
- Participation (by the chair) in annual faculty and staff compensation decisions

Undergraduate Education Committee

Members: Sarah Adcock Mark Richards
Sebastian Arriola Apelo Eric Ronk
Jim Claus Liv Sandberg
Ron Kean (chair) Yanna Williams
Hasan Khatib

Key Responsibilities:

- Evaluate and revise curriculum requirements for undergraduate majors
- Ensure that departmental, college, and campus learning outcomes are met
- Review faculty and staff teaching loads and credits-follow-instructor metrics
- Recruit a talented and diverse pool of undergraduates into our majors
- Ensure departmental representation in college or campus-wide initiatives

Research and Graduate Education Committee

Members: Joao Dorea Guilherme Rosa
Wei Guo Heather White
Brian Kirkpatrick (co-chair) Milo Wiltbank (co-chair)
John Parrish Graduate Student (TBD)
Cathy Rook

Key Responsibilities:

- Evaluate and revise curriculum requirements for our graduate programs
- Promote the use of best practices to ensure timely M.S. and Ph.D. completion
- Evaluate future needs regarding faculty positions and research infrastructure
- Ensure departmental involvement in campus-wide research initiatives
- Explore opportunities for research partnerships and promote entrepreneurship

Extension and Outreach Committee

Members: Matt Akins Bernie O'Rourke
Tom Crenshaw Jeff Sindelar (co-chair)
Luiz Ferarretto Jennifer Van Os
Paul Fricke (co-chair)

Key Responsibilities:

- Prioritize investments in outreach programs to meet stakeholders' needs
- Ensure strong and mutually beneficial relationships with stakeholder groups
- Work effectively with Division of Extension and key program leaders
- Explore and evaluate opportunities for international outreach activities
- Foster adoption of innovative outreach and continuing education programs

Operations-Focused Departmental Committees

Four additional committees will be responsible for ensuring that our department operates in a fair, functional, and proactive manner that is consistent with our departmental values, while communicating our value effectively and using our human and financial resource responsibly. Again, each committee is comprised of both faculty and academic staff, and each will elect its chair annually. Assistant professors are not eligible to serve as committee chairs, nor is the department chair, associate chair, or department administrator. As previously, committees will meet quarterly, and chairs will work with the departmental leadership team to identify actions that can be taken at the discretion of the committee chair, those that require approval of the department chair or associate chair, and those that require a vote of the full committee.

Budget and Finance Committee

Members:	Dave Combs	Mark Richards
	Krista DeJoode (chair)	Dan Schaefer
	Paul Fricke	Kent Weigel
	Nancy Hilmanowski	Heather White

Key Responsibilities:

- Monitor departmental budgets and advise key resource allocation decisions
- Evaluate the fiscal impact of departmental, college, or campus policies
- Ensure the adoption of best practices for budget and financial management
- Assist other departmental committees in evaluating fiscal impacts of decisions
- Participation (by the chair) in annual faculty and staff compensation decisions

External Relations Committee

Members:	Jim Claus	Guilherme Rosa
	Tom Crenshaw	Rochelle Schnadt
	Ted Halbach	Michel Wattiaux
	Joan Parrish	

Key Responsibilities:

- Implement effective strategies for communicating our value to stakeholders
- Identify prospective partners and donors for engagement with UW Foundation
- Partner with Undergraduate Education Committee in awarding scholarships
- Work with other departmental committees to identify development priorities
- Engage key stakeholders in departmental activities and events

Farms and Facilities Committee

Members:	Jessica Cederquist	Dhanu Shanmuganayagam
	Dave Combs	Steve Switzer
	Jess Reed	Kent Weigel

Jamie Reichert (chair)
Jeff Sindelar

Milo Wiltbank

Key Responsibilities:

- Evaluate facility needs and priorities to support undergraduate instruction
- Identify ways to meet the research needs of faculty effectively and efficiently
- Work with CALS and ARS on financially sustainable models for animal units
- Assess operational and maintenance needs and develop proactive strategies
- Develop staffing plans to improve employee retention and recruitment

Climate and Diversity Committee

Members: Victor Cabrera Vanessa Leone
Laura Hernandez (chair) Faye Nashold
Hasan Khatib John Parrish
Brian Kirkpatrick

Key Responsibilities:

- Identify and implement best practices for enhancing departmental diversity
- Advise regarding Target of Opportunity, SciMed GRS, and related programs
- Provide fair mediation in grievances expressed by faculty, staff, and students
- Work with CALS and campus to ensure participating in broader initiatives
- Plan and implement events and activities to enhance departmental climate

H. Structure of the Executive Committee (FPP Ch 5.20): The Executive Committee will be comprised of all faculty with tenure in the department. Specifically, that includes the following UW-Madison faculty (in alphabetical order):

Victor Cabrera	Hasan Khatib	Dan Schaefer
Jim Claus	Brian Kirkpatrick	Jeff Sindelar
Dave Combs	John Parrish	Michel Wattiaux
Tom Crenshaw	Jess Reed	Kent Weigel
Paul Fricke	Mark Richards	Heather White
Laura Hernandez	Guilherme Rosa	Milo Wiltbank

As part of this process, all members of the executive committee reviewed executive committee functions as described in FPP Ch 5.21 and FPP Ch 5.22 and have the capacity to fulfil the stated functions.

I. Selection of Department Chair: The chair will be elected through an annual vote of tenured faculty members. During the planning process, participating faculty have reviewed the plan for selection of the chair and chair duties as described in FPP Ch 5.30 and FPP Ch 5.31 and have the capacity to fulfil the stated functions and duties.

In January 2019, the Department of Animal Sciences elected Kent Weigel (Chair of Dairy Science) as Interim Chair of Animal Sciences, and the Department of Dairy Science elected Hasan Khatib (Associate Chair of Animal Sciences) to serve as interim Associate Chair of Dairy Science.

J. An overview of the capacity and infrastructure to support the hiring, mentoring, promotion, and post-tenure review of faculty: The Faculty and Staff Development Committee (outlined earlier) will be charged with:

- Fair and effective recruiting, hiring, and mentoring of new faculty and staff
- Impartial and informative post-tenure reviews of mid-career and senior faculty
- Proactive strategies for professional development of faculty and staff
- Timely and fair nomination of faculty and staff for awards and honors
- Guidance regarding the content and use of faculty activity reports
- Participation (by the chair) in annual faculty and staff compensation decisions

Promotion and Tenure Decisions for Current Assistant Professors

Decisions regarding the promotion and tenure of assistant professors who were hired before the merger will follow the procedures outlined in the CALS document entitled "Restructuring Evaluation and Consultation Guidelines", last revised in December 2015. Specifically:

The composition of mentoring committees shall remain intact unless a revision in composition is agreed to by both the probationary faculty member and his/her department's executive committee.

The standards for promotion and tenure which prevailed at the time of the probationary faculty member's initial appointment shall not change during the probationary period.

Members of the executive committee of the department that initially employed the probationary faculty member will serve as a "review and advise" committee to the executive committee responsible for the decision on the tenure application.

In the case of probationary faculty applying for tenure in a restructured department, the threshold for approval shall be no greater than a simple majority of the voting members of the executive committee.

New Faculty Mentoring

More than half of the faculty positions in Animal Sciences and Dairy Science are turning over in less than the span of a decade, so effective mentoring of assistant professors is absolutely critical. Mentor committees will include associate and full professors from within the department, as well as at least one external member, and best practices from other UW-Madison departments will be incorporated when possible. Our most effective faculty mentors will have to chair multiple mentor committees, and the department chair or associate chair will participate in each mentor committee to ensure close monitoring of every assistant professor's progress.

K. A list of the degree/majors, certificates, BSE minors, PhD minors, honors programs or other transcribed academic programs as well as any Subjects that are associated with the department or academic unit described in the proposal (FPP Ch 5.02.B.6) and a plan for each of the academic components.

Our current graduate programs and plan codes are as follows:

065 Master of Science in Animal Sciences

Doctor of Philosophy in Animal Sciences
Doctoral Minor in Animal Sciences
247 Master of Science in Dairy Science
Doctor of Philosophy in Dairy Science
Doctoral Minor in Dairy Science

Our current undergraduate programs and plan codes are as follows:

065 Bachelor of Science in Animal Sciences
Honors in the Major in Animal Sciences
247 Bachelor of Science in Dairy Science

Currently, our subject codes are:

AN SCI Animal Sciences
DY SCI Dairy Science

Going forward, we propose the following subject code:

ANDYSCI Animal and Dairy Sciences

L. Description of capacity and infrastructure to support students in academic programs and courses/curriculum:

Graduate Programs

Collectively, the Animal Sciences and Dairy Science graduate programs have 25 and 28 graduate students, respectively. In addition, at any given time our faculty supervise another 5 to 10 students through interdisciplinary training programs, such as the Endocrinology-Reproductive Physiology Program and the Interdisciplinary Graduate Program in Nutritional Sciences. The vast majority of students complete a M.S. degree before entering the Ph.D. program, but recently the number of “direct admit” Ph.D. students has been increasing – particularly among students who have worked in the same labs as undergraduates. The number of employer-funded M.S. and Ph.D. students is also increasing over time, as companies in the animal agriculture sector seek to elevate the technical expertise of their employees.

For the foreseeable future, we will continue to have two graduate programs, one entitled Animal Sciences and one entitled Dairy Science. That said, we will work toward standardizing the policies and procedures of our M.S. and Ph.D. degree programs and adopt best practices. For example, the Dairy Science Ph.D. program has robust procedures for written and oral preliminary examinations, whereas the Animal Sciences M.S. and Ph.D. programs have an effective system for evaluating a student’s final examination performance.

Undergraduate Instruction

Student Populations

The undergraduate majors of Animal Sciences and Dairy Science are interdependent, and many of our core required courses have been co-taught and cross-listed for many years. Dairy Science students tend to be production or agribusiness oriented, with interest in the dairy industry, whereas Animal Sciences students are more oriented toward professional degrees and aim to build laboratory skills and/or attend veterinary school, medical school, or graduate school, with interest in livestock or companion animals. We see strong potential to increase the number of students in both majors. Currently there are 163 majors in Animal Sciences and 73 majors in

Dairy Science, for a total of 236 students in both majors. We plan on actively recruiting to increase this number to 300 students in the new combined department. New recruiting efforts are already underway, and the strengths of both majors will help us attract additional students who have production, basic science, or professional school aspirations.

Undergraduate Majors

We have no immediate plans to change our undergraduate majors, but the merger gives faculty and staff of both departments an opportunity to consider our vision for the future, in general terms. Our current majors have some limitations. The requirements for both majors are rigid, and because nearly every course is offered just once per year, a large number of course exceptions are needed to accommodate drops, failing grades, schedule conflicts, and study abroad. In addition, pre-vet students tend to load their schedules with veterinary school admission requirements in the first two or three years, and if they are not selected for early admission (after the third year), they face a very difficult task in completing all of the remaining requirements in a short period of time.

Although no changes to our undergraduate majors are anticipated in the short term, our Undergraduate Education Committee will evaluate our current majors and develop strategies to add flexibility and better accommodate the broad array of interests represented in our undergraduate student population. Some students are very interested in developing an understanding of animal biology, such as those who wish to pursue technical careers as veterinarians, researchers, nutritionists, reproduction consultants, and other types of technical specialists working with agricultural or companion animals. Other students are more interested in the applied aspects of animal agriculture, such as those who wish to pursue careers in managing dairy or livestock operations, operating meat processing facilities, or working in sales, service, or consulting in Wisconsin's large animal agriculture and meats industries.

Because no changes in the Animal Sciences or Dairy Science major are imminent, our current students will be unaffected by the merger described herein.

Undergraduate Advising

In the past, all advising of undergraduate students in the Animal Sciences and Dairy Science majors was carried out by tenure-track faculty and instructional academic staff. With the recent retirement of one student services coordinator and impending retirement of the other, we worked with CALS Academic Affairs to adopt a new undergraduate advising model. In this model, our new student services coordinator, Liv Sandberg, will be the primary contact for all students in both majors (starting with the 2019-2020 freshman class), as regards degree requirements, course selection, and related issues. Each student will also be assigned a faculty or staff "career mentor", and this individual will assist with advising of career plans, internship opportunities, and related topics. We feel this dual-advising strategy will provide our students access to the vast expertise of our departmental faculty and staff, while also ensuring that students can graduate in a timely manner with few course exceptions or missing requirements.

Instructional Staff

Dairy Science has two staff in the Faculty Associate series, Ted Halbach and Yanna Williams, and they have key roles in undergraduate instruction, as well as recruiting of traditional and underrepresented students. A third staff member, Eric Ronk, serves as the lead instructor for dairy-related courses in Farm and Industry Short Course. Animal Science has two staff with

partial 101 and 104/143 appointments and key teaching roles, Ron Kean and Bernie O'Rourke, and these individuals contribute heavily to our undergraduate programs and course offerings.

Teaching Metrics

Animal Sciences and Dairy Science are very strong in some teaching metrics, such as time to degree (3.87 and 3.81 years, respectively), but weaker in others. The Animal Sciences major has 163 students, significantly more than the CALS average, whereas the Dairy Science major is slightly smaller than average, with 73 students. In terms of credits-follow-instructor (CFI) units, Animal Sciences generates 2,532 CFI units per year, whereas Dairy Science generates 1,608 CFI units per year. The combined list of courses is extensive, and cross-listed courses that span both majors tend to have strong enrollment. As the merged department goes forward, we will focus on increasing student enrollment in our courses and attracting more non-majors into our courses, in part by enhancing our participation in new majors and initiatives within and beyond CALS (e.g., Global Health, Data Science).

M. No academic programs are being discontinued with this merger.

N. Memos of concurrence or support from any existing departments or schools/colleges that may have an interest in the restructuring proposal:

UW-Madison Department of Biological Systems Engineering

UW-Madison Department of Food Science

UW-Madison Department of Integrative Biology

UW-Madison School of Veterinary Medicine

UW-Platteville Department of Animal Science

UW-River Falls Department of Animal and Food Science

O. Department ID Action Request Form. This form is used by Business Services to create, delete and/or replace, and change a department's accounting structure by unit, department, and subdepartment. Additions and changes require the name, activities, budget classes, and funding by budget year (formerly UDDS Action Request Form). Link to the form: <https://businessservices.wisc.edu/documents/department-change-request-form/>

P. A cover memo from the relevant dean(s) with formal recommendation and endorsement of the dean(s) and school/college(s) to the provost.