



College of
Agricultural & Life Sciences
UNIVERSITY OF WISCONSIN-MADISON



COLLEGE OF
Letters & Science
UNIVERSITY OF WISCONSIN-MADISON
The Heart of a Great University

February 26, 2013

Dear Provost DeLuca,

In response to your memo of October 25th, 2012, we present the attached implementation plan for migrating the Biology Major to the administrative oversight of the College of Agricultural and Life Sciences and the College of Letters and Science. We are grateful for the efforts of the working group in preparation of the document. From CALS, the working group included Associate Dean Sarah Pfatteicher, Chair of Bacteriology Rick Gourse, and Biology Major co-chair Michel Wattiaux from CALS. From L&S, the group included Associate Dean Eric Wilcots, Chair of Zoology Jeff Harding, and Seth Blair and Donna Fernandez, who have shared the responsibility of L&S Biology Major co-chair during this period.

The governance process followed assured that there is widespread buy-in in our two colleges. Appended to the report, you will see documentation of the unanimous votes of support from the CALS APC, the L&S APC, and the Biology Executive Committee. We have also received support for the plan from Rick Gourse and Jeff Hardin on behalf of their two departments, which will provide administrative oversight for the major. The working group also consulted with Janet Branchaw on behalf of the Institute for Biology Education, Jocelyn Milner representing the Office of Academic Planning and Institutional Research, Wren Singer as the director of the Office of Undergraduate Advising, Elaine Klein in her role as Assistant Dean for Academic Planning in L&S, and the Biology Major Executive Committee. In addition, the Curriculum Committees, the offices of academic and student affairs, and the department chairs in CALS and L&S were kept apprised of developments along the way.

We are excited about the new structure this proposal provides for continued partnership between our colleges in our shared responsibility for the Biology Major. The process of defining the plan has renewed commitment to and interest in this program. In particular, we understand the Biology Major Executive Committee has plans to convene a meeting of all faculty advisors in the Biology Major as they plan their transition to become the proposed Program Committee for the major. To the best of our knowledge, this will be the first ever meeting of all of the Biology advisors, and marks a positive turning point in the program.

We think that the new arrangement will be better and clearer for students, and will create a mechanism for further innovation and strategic improvements in the major. To that end, in the appendix we have captured some tasks that need to be addressed in the short run. This list of tasks is not comprehensive, however, so that following the transition, the program committee will also take up discussion of educational innovations, including ideas advanced in their self-study. An approximate timeline for the transition to the new administrative model is as follows:

- Spring 2013: CALS and L&S will develop plans for joint meetings of their Curriculum Committees and APCs; CALS will coordinate any needed remodeling of the new advising space in MSB.
- Summer 2013: The current advisors will move to their new space and the Program Committee will coordinate the hiring of the new advisors; the Biology Major Executive Committee will transition itself to become the Biology Major Program Committee; and the Biology Major webpage will be relocated and updated.
- Fall 2013-Spring 2014: The Biology Major Program Committee, with support from the deans' offices in CALS and L&S will explore the proposals laid out in Appendix A.

Although our focus here is on the Biology Major, we envision that there is the potential to create additional synergy among life science majors. In the long run, we have set the goal that the major should be an exemplary program for training in the biological sciences, both on campus and nationally.

We look forward to our college's roles in carrying out the plan and progressing to the next steps.

Kate VandenBosch



Gary Sandefur



Cc: Chris Olsen, Sarah Pfatteicher, Eric Wilcots, Rick Gourse, Jeff Hardin, Donna Fernandez, Michel Wattiaux, Janet Branchaw, Elaine Klein, Jocelyn Milner, Wren Singer, Biology Major Executive Committee, Brian Asen, Will Lipske, Mary Smith, Alec Widderski

**Detailed Plan for Implementation of the Proposal
to House the Biology Major in CALS and L&S
Effective Fall 2013**

Last updated on: 13 February 2013

Work Group:

Eric Wilcots, co-chair
Seth Blair (to hand off to Donna Fernandez)
Jeff Hardin
Sarah Pfatteicher, co-chair
Michel Wattiaux
Rick Gourse

Consultants:

Wren Singer
Janet Branchaw
Elaine Klein
Jocelyn Milner
Biology Major Executive Committee

On 25 October 2012, the provost acknowledged the request by Deans Sandefur and VandenBosch to relocate the administrative home for the Biology Major from IBE to a pair of academic departments, one each in L&S and CALS.¹ In that memo, the provost asked the two colleges to submit an implementation plan on or about 1 March 2013. This memo lays out that plan; the bulleted points in bold font below are drawn directly from the provost's memo.

As the largest major on campus, Biology is clearly of interest and importance to our undergraduates, and we are committed to working in partnership across the university to provide a world-class major worthy of our students. The details that follow build on three important premises.

1. First, that any change to the structure of the Biology Major should be based on a desire to improve the student experience and outcomes in the major.
2. Second, that the contributions of faculty and staff who administer and advise for the major should be recognized through appropriate appointments or compensation (i.e., that the major should not depend primarily upon the efforts of individuals who are making a commitment to the major in addition to their primary duties elsewhere).
3. Third, that the administration of the Biology Major should be structured as much like other majors as possible (that is, that it should not require exceptional or unusual processes or procedures), in order that our limited resources may be focused primarily on providing direct benefits to students.

We do not address all of the important issues raised and recommended by the review committee in this document; rather we focus on the changes needed to allow the biology community the administrative structure needed to be able to implement changes that will more directly affect the experience of individual students.

On some campuses, a biology major exists due to a lack of disciplinary depth to offer more specialized majors. By contrast, the Biology Major at the UW-Madison grew out of the pre-existing comprehensive coverage of the biological sciences on this campus through a large variety

¹ These memos are included as appendices.

of more specialized majors.² As a result, the hallmark of the UW-Madison Biology Major is its ability to provide students with a broad, multidisciplinary understanding of biology and also with a deep appreciation for the importance of integrated knowledge across biological science disciplines, and the opportunities arising from broad, integrated training. Two characteristics of the current curriculum reflect this approach: the requirement that students complete coursework in at least three areas of biology (chosen from these five: cellular and sub-cellular; organismal; ecology; evolution and systematics; applied biology, agriculture and natural resources) and the requirement that students complete lab courses and/or research experiences through which they can integrate their learning.

The Biology Major is currently available to students in both CALS (under the B.S. degree) and L&S (under the B.S. and B.A. degrees); this arrangement will continue under the new administrative structure described below. The curricular requirements for the major are nearly identical in the two colleges, though the degree requirements in which the major is situated differ. (One exception to this is that CALS requires all majors to have a Capstone course.) The changes described in this document do not immediately require changes to the curriculum, though it is hoped that the new administrative structure will facilitate future review and adaptation of the requirements to best serve students within the available resources.

- **Which departments in L&S and CALS will become the administrative homes of the Biology Major?**

The Department of Zoology in L&S and the Department of Bacteriology in CALS will become the administrative homes of the Biology Major. These departments were chosen because they are among the largest biological science departments in their respective colleges, and because both departments have demonstrated a deep interest in undergraduate education. Any department agreeing to take on the largest undergraduate major on campus will experience some additional burdens and will need to make some adjustments in order to accommodate roughly 1500 students, but of the existing departments, we judge that these two are best suited to the task. As noted below, they will require an influx of some new resources, but fewer than other possible homes.

- **To what degree, if any, will the structure or mission of these departments need to change in order to embrace the management of an undergraduate degree program encompassing a large number of students and diverse topics across the biological sciences?**

We emphasize that two departments cannot cover the breadth of biology, even if their mission and scope were to be broadened. Therefore, the intellectual ownership of the biology major is

² A copy of the “enabling document” for the Biology Major is available at http://www.biology.wisc.edu/documents/Biology_Major_Enabling_Document_1999.pdf.

and will remain a shared responsibility across a wide array of biological science faculty and academic staff around campus.

Our goal in establishing this department-based administrative structure is to balance two interests. First, the Biology Major should be placed as firmly as possible within existing and well developed administrative and governance processes. Second, the existing identities, strengths, and missions of the Departments of Bacteriology and Zoology should not be negatively affected or compromised. Neither of these two interests can be achieved *in toto*, but our desire is to maximize both. The intent is not to materially change the mission of Bacteriology or Zoology, but rather to use those existing departmental structures as a vehicle for delineating the lines of authority and responsibility for the Biology Major.

At this time, we anticipate the following adaptations to current departmental activities:

1. Given that the Zoology department has recently accepted a lead role in overseeing Introductory Biology courses, and that the enrollment trend in the Biology Major has been leaning toward CALS, the Bacteriology department will accept a lead role in overseeing the Biology Major. Details on the balance of responsibilities are provided below.
2. The Curriculum Committee chairs in each department (or their designees) will become *ex officio* members of the Biology Major Program Committee, as described below.
3. The chair of Bacteriology will be the supervisor-of-record of the lead advisor for the full Biology Major (who in turn would supervise the staff advisors and who would also be responsible for budgetary oversight and day-to-day administration of the major).³
4. Some staff in Bacteriology are likely to take on an additional load in supporting functions of the Biology Major (e.g., desktop IT support,⁴ HR support).
5. CALS will establish a sub-department budgetary account in Bacteriology, through which to run the Biology Major budget assigned to that department. A comparable arrangement could in future be made in Zoology if needed.
6. In keeping with existing grievance procedures on campus, Biology Major students with concerns that cannot be adequately addressed by their advisor, nor by the Biology Major co-chairs, would have recourse to the department chair as the next step prior to consulting with their academic dean's office, and thus the chairs of Bacteriology and Zoology will need to accept this (limited) additional responsibility.

With the exception of duties described in this document for their department chairs and curriculum committee chairs, the departments of Zoology and Bacteriology, by taking on the administration of the Biology Major, are not agreeing to provide teaching or advising capacity to the Biology major out of their current (pre-Biology Major) resources beyond what is expected from any biological science department on campus. In other words, the faculty of these two

³ Note that it is expected that the co-chairs of the major and the chair of Zoology will be participants in the supervision of the advising staff. Details are provided in the section below about Staff Supervision.

⁴ This IT support is not intended to include website development or maintenance for the major, though the department may choose to provide server space on which to run such a website.

departments are not here agreeing to handle the faculty advising load of the Biology Major. Courses for the major will continue to be developed by and housed in existing Subject Listings. Advising will be restructured as detailed below.

None of the elements of this implementation plan is intended to supplant the department chair duties established in FP&P 5.31 (www.secfac.wisc.edu/governance/fpp/Chapter_5.htm#531).

- **It is important that the materials demonstrate that the faculty members in these new home departments are embracing this authority and responsibility.**

Letters from each department's Executive Committee are attached indicating support for the plan laid out in this document. As noted above, the departments are accepting authority and responsibility for the smooth operation of the major, in close partnership with the new Biology Major Program Committee and the deans' offices in the two colleges.

- **What will be the specific School/College responsibilities for the gateway courses to the Biology Major, including Biology 151/2/3, Biocore, Zoology 101/102 and Botany 130?**

The home departments for these courses will remain as is. We anticipate and intend that the oversight of the courses proceed as laid out in the MIU memoranda related to Introductory Biology.⁵

See below for discussion of the Biology Subject Listing, under which several of these courses are cross-listed.

- **Please describe the planned overall governance structure for the major in both CALS and L&S. One possible governance structure is an executive committee for the major with representatives from both departments. However, any other structure that serves the best interests of students and meets with the acceptance of the faculty may be appropriate. Please be sure that your plan clearly defines specific decision making authority.**

Although the departments of Bacteriology and Zoology have agreed to take on administrative responsibility for the Biology Major, we recognize that the major was developed to provide students with a broad, multi-disciplinary education in biological science, and that the expertise necessary to contribute to such a major will continue to come from a broad array of departments across campus. Below, we address the various roles and responsibilities for

⁵ Memo from Provost DeLuca to BioDeans, dated 1 February 2012, and "A plan to restructure Introductory Biology (Zoo/Bot/Bio 151/153-152) within the Departments of Botany and Zoology" by Profs. Baum and Hardin, dated 14 March 2012.

guiding a world-class major. (A description of the current governance structure is available at http://www.biology.wisc.edu/documents/Biology_Major_Governance_and_Operating_Procedures.pdf.)

Biology Major Co-Chairs

After conferring with the Program Committee, the chairs of Bacteriology and Zoology will each be responsible for appointing a Biology co-chair for three-year terms from among their faculty, subject to confirmation by the deans of L&S (for the L&S co-chair) and CALS (for the CALS co-chair).⁶ The initial terms will be staggered so that both co-chairs do not rotate off in the same year. These departments may grant a 0% (i.e., affiliate or joint) appointment to faculty from other departments in order to permit them to serve as chair, if that faculty member's home department permits such an arrangement. This arrangement should not be used to alter the balance between the colleges (i.e., Bacteriology should not grant such an appointment to an L&S faculty member in order to name them "CALS" chair), but can be used to permit faculty from outside of Bacteriology/Zoology or outside of CALS/L&S to serve as co-chairs. The Chairs of the Departments of Zoology and Bacteriology will be responsible for annual performance reviews of the co-chairs of the Major.

The role and duties of each co-chair are comparable to the role of a faculty director of undergraduate studies or an associate chair with the duties of chairing the curriculum committee. These duties include but are not limited to calling meetings of the Program Committee (described below), setting the agendas for such meetings, responding to student grievances and student appeals (the latter to include requests for exceptions to curriculum requirements), reviewing second-degree requests, ensuring that program assessment and review occurs in a timely fashion and in keeping with campus policies and procedures, communicating regularly with current students and alumni, and communicating regularly with the department chair about the operation and needs of the major. In short, the co-chairs of the major bear front-line responsibility for the smooth functioning of the major and its compliance with campus policies, with the support and collaboration of the Program Committee and the advising staff. This also includes day-to-day supervision of the lead advisor, including performance evaluation. The Chair of Bacteriology will be the supervisor-of-record of the advising staff, but it is expected that the major co-Chairs will embrace their responsibilities and be true co-leaders of the Biology Major. The co-Chairs will be engaged in budgetary decision-making, but the ultimate oversight of the budget rests with the Chairs of the Departments of Bacteriology and Zoology.

Biology Major Program Committee

We propose to convert the Biology Major Executive Committee into a newly formed Biology Major Program Committee, which would have two primary functions: oversight of the curriculum for the major (including the Options within it), and advising associated with that

⁶ Note that Wisconsin State Statute 36.09(4) requires that "the faculty shall have the primary responsibility for academic and educational activities," which has been interpreted to mean that academic programs must be overseen by members of the faculty.

curriculum.⁷ Curriculum responsibility will include periodically assessing the overall structure of the major (including Options), the courses required to complete it, and student outcomes. Details on advising appear in a later section of this document.

The Program Committee would consist of the following voting members:

- the two co-chairs of the Biology Major, one each from CALS and L&S;
- the chairs of the Bacteriology and Zoology curriculum committees or their designees, ex officio;
- one representative for each Option within the Biology Major (currently Evolutionary Biology and Neurobiology, but may in future include additional Options);
- the lead staff advisor, ex officio;
- three to six at-large members.

During the Spring 2013 semester, the current Executive Committee would establish a transition plan that would put the new Program Committee in place by the start of the Fall 2013 semester. This transition plan should include the creation and adoption of appropriate by-laws that lay out additional details of term limits, nomination and election procedures for the at-large members, and related governance details. In formalizing the membership of the Program Committee, these by-laws should seek to balance two interests: to provide a sufficient number of members to effectively represent the range of biological science specializations on campus, while also keeping the number small enough as to make meeting schedules and decision-making manageable. The Executive Committee may consider using college APC membership structures in the two colleges as models for how to achieve this balance.

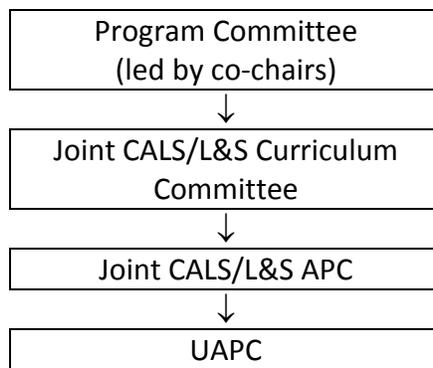
The Executive Committee is encouraged to consult with the deans of CALS and L&S and the director of Academic Planning and Institutional Research in developing the by-laws to ensure compliance with state statutes, FP&P, and other relevant policies and practices. The by-laws will be subject to review by the department chairs or their designees. Beginning in the summer of 2013, the chairs of Bacteriology and Zoology will annually issue an appointment and charge letter to the members of the Program Committee, as they do with members of other departmental committees.

Changes to the curriculum may be proposed by the Program Committee, and would then be subject to review via the governance structure laid out below, which is modeled on existing processes for departmentally based majors. In the performance of their duties, the Program Committee members should recognize that their membership will not necessarily reflect the full breadth of the biological sciences on campus, and therefore appropriate and frequent consultation with the biological science community across the university is expected.

⁷ The term “program committee” is meant to better reflect the fact that this committee is responsible for a single academic program, namely, the Biology Major; it is not an “executive committee” in the sense of a departmental executive committee, which has broader responsibilities for the functioning of a department, including issues such as mentoring and tenure of departmental faculty, which are not relevant to the Biology Major (FP&P 5.21).

- Exceptions to standard academic and curricular policies for individual students may be recommended by an advisor, and must then be approved by the Program Committee (or the co-chairs on behalf of that committee, where appropriate) and should then be transmitted to the appropriate dean’s office in CALS or L&S for inclusion in the student’s DARS.⁸
- Minor changes to the major (e.g., adding a course to a list of electives within the major) may be approved at the Program Committee level and should then be transmitted to the colleges for inclusion in DARS and other official documents.
- Modest changes to the major (e.g., changing the number of elective credits required or altering the structure of the A-E lists) must undergo not only Program Committee review, but also further approval at the college level.
- Significant changes to the major (e.g., establishing admission requirements or an enrollment cap for the major, adding options, discontinuing options, renaming the major or options, moving the administrative home, etc.) must be approved at the Program Committee, college, **and** university level.

The departmental curriculum committees would only need to be involved at the discretion of the chairs of those committees. We anticipate that the vast majority of alterations would proceed via the pathway indicated here, with the departments represented on the Program Committee as described above:



During the Spring 2013 semester, the deans’ offices in CALS and L&S will establish a plan for convening the joint curriculum committee and joint APC indicated here, or a comparable alternative. We do not propose creating a new APC or Curriculum Committee, but rather intend to arrange for periodic joint meetings between the college committees in order to efficiently respond to requests from cross-college programs. Details will be provided in a separate document.

⁸ It is assumed that the workflow for handling exceptions will follow existing college policies and procedures, such as are already in place for other majors (i.e., via DARS-X in L&S, and SPAC appeals in CALS).

Student Services

Three key areas of student services include advising both current and prospective⁹ students, assisting students with the major declaration process, and maintaining student records. These functions would be provided by staff advisors and faculty advisors, possibly supplemented by peer advisors. Details of how this advising will be provided and by whom are laid out in a separate section below. Ultimate responsibility for ensuring that these aspects of student services are provided will reside with the chairs of the Departments of Bacteriology and Zoology under the oversight of the deans of CALS and L&S, though it is expected that the Biology Major Co-Chairs will work with the staff advisors to manage day-to-day advising operations.¹⁰

Staff Supervision

The goal is to provide each advisor with a single, identifiable supervisor, while also ensuring that those who work closely with each advisor are able to provide input on their performance. The chair of Bacteriology will assume ultimate responsibility for hiring, performance reviews, retention offers, and the like for the academic staff advisors for the major (as part of the chair's role "act[ing] as the executive of the department," FP&P 5.31I). This responsibility may be delegated to a member of the Bacteriology Department familiar with the workings of the Biology Major, but should be conducted in close consultation and coordination with the Department of Zoology and the Biology Major Co-Chairs, particularly as these advisors will be responsible for serving students in both CALS and L&S. It is expected that the Biology Major Co-Chairs will provide regular feedback and recommendations to the Bacteriology chair as to the performance and needs of the advisors.

Required & Elective Courses within the Major

As noted above, the coursework required by the Biology Major will continue to be offered by existing academic departments. We do not anticipate the major proposing or offering coursework at this time, as the major is not currently structured or staffed to support courses.

⁹ Note that "prospective" here implies students who are considering declaring the Biology Major. Other advising services exist on campus to serve students who are exploring a variety of biological science and/or other majors. Undeclared students can be assigned to advisors in any of three units: the MIU-funded CALS Transitional Advising Service (for students exploring majors predominantly housed in CALS), L&S Student Academic Affairs (for students exploring majors predominantly housed in L&S), and the Cross-College Advising Service (for students interested in majors in multiple colleges or interested in majors outside of CALS and L&S). In addition, the MIU-funded Center for Pre-Health Advising and the Institute for Biology Education currently provide advising services to students interested in biological science majors, though students are not assigned to advisors in either of these units.

¹⁰ In some ways, Biology is similar to the Applied Mathematics, Engineering, and Physics program, which is administered via the Math Department, but with advisors from each field. Note though that the number of students in Biology precludes assigning 3 faculty advisors per student, as is done in AMEP. Another model is the Geological Engineering program, administered via the Department of Civil and Environmental Engineering, but with faculty participation from other departments, including Geology and Soil Science. Again, this is a small program, however.

Periodic Assessment and Review of the Major

Responsibility for engaging in assessment of the major and conducting self-studies of the major will reside with the Program Committee under the direction of the Biology Major Co-Chairs, but will be enforced by the department chairs and by the deans' offices in the two colleges, in adherence with college and campus policies for program review.

- **What financial, space, and personnel resources do you anticipate needing for management of the Biology Major and how will you provide these resources?**

Financial Resources

The Budget Summary table at the end of this document provides an overview of the financial resources required to administer a world-class Biology Major. We provide here a description of the key financial resources. Operating expenses for the major would be located in a subaccount under the Bacteriology Department, thus keeping the Biology Major expenses well demarcated so that the actual costs of the major can be identified and assessed. The Biology Major Co-Chairs are expected to manage this sub-account, though the department chair will maintain authority as granted in FP&P 5.31, cited above.

We have made our best effort to estimate the actual costs of running this program, but in the event the costs of the Biology Major exceed the budget outlined here (e.g., if we have underestimated S&E) or in the event of higher costs in the future, neither the Department of Bacteriology nor the Department of Zoology budgets will or should be expected to make up the difference. The chairs of the hosting departments, in collaboration with the Co-Chairs and Program Committee, are authorized to make future budget requests of the deans on behalf of the Biology Major, and to the extent possible, budget allocations will maintain a distinction between funds for the major and funds for the departments.

Advisors

Our intent at this time is to provide the majority of advising via academic staff advisors (details are given in a later section). Given the current enrollment of roughly 1500 undergraduates in the Biology Major, and the national average student:advisor ratio of 285:1 for full-time staff advisors at public 4-year universities in the United States,¹¹ we conclude that with some adaptations (noted below) a total of 5 advisors can handle direct advising (including SOAR advising of newly declared majors), day-to-day administrative work (such as maintaining the website), supervision of peer advisors, regular interaction with the faculty and departments affiliated with the program, and related duties. Four of these advisors would provide most of the front-line advising service, the fifth would serve as Lead Advisor, supervising the other four, training/orienting new faculty advisors, managing the day-to-day budget activity in the Biology Major sub-account (to be established in the Bacteriology Department), serving on the Biology Major Program Committee, and handling a partial advising load.

¹¹ See, for example, <http://www.apir.wisc.edu/advising/AdvisingIssuesAnalysis.pdf>. Note that the average advising load at UW-Madison has been reported as 156:1 for staff advisors, though many of these are not full-time advisors.

Supplies and Expenses

We estimate that \$6000 per year will be required for general office supplies and expenses for the advisors, and recommend an additional \$4000 per year for program expenses, such as hiring peer advisors. In addition, we recommend \$1000 per advisor for professional development funding each year. Since the major does not provide any direct instruction at this time, we do not anticipate the need for an instructional budget or S&E funds.

Biology Major Co-Chairs Compensation

We propose to compensate the Biology Major Co-Chairs at the same level as department chairs in CALS and L&S, which is summer salary roughly equal to 1/9th of their academic year salary (or a comparable temporary base adjustment), plus one course buy-out.

Bacteriology Department Compensation

The Department of Bacteriology will be taking on additional supervisory and administrative duties as the bulk of the Biology Major staff and budget moves into that department. As a result, we believe it is appropriate to provide compensation at the level of an additional course buy-out for this department. In order to permit the department chair to determine the area of highest need for these funds, we propose allocating \$10,000 per year to the Biology Major budget, to be transferred to the chair's account each year. This mechanism is meant to place this expense clearly in the Biology Major budget, and to permit the funds to move with the major should it become appropriate or necessary to relocate the major to a new administrative home at any time in the future.

Faculty

Although not essential to the operation of the Biology Major, additional faculty FTE would enhance the capacity and curriculum of the major. If funds and FTEs are available, the hiring process for these faculty could follow a model akin to cluster hires or the Wisconsin Bioenergy Institute hires, where broad PVLs are issued with the departmental home left flexible.

The Biology Major curriculum by design is broad and flexible, and permits an extremely individualized experience for students in the major. While this allows students to take full advantage of the comprehensive strengths of campus, it also means that there is at present no single course taken by all students in the major. As a result, the Biology Major struggles to build a sense of community with students, to inform students of the intended learning outcomes for the major, and to ensure consistency in the undergraduate experience. Additional faculty lines would permit the major to include a set of core courses in the curriculum for all Biology Major undergraduates.

Space Resources

Office space for the 5 advisors, with room for a shared printer, copier, supply cabinet, and the like, as well as a waiting area for students would be provided by Bacteriology in the Microbial Sciences Building (MSB). Satellite facilities would be provided by Zoology for advisors to hold office hours on L&S side of campus in line with balance of enrollment. Minor remodeling may be

required to adapt existing space to this purpose. Space for peer advisors and for the major co-chairs to hold office hours related to the Biology Major can also be made available in MSB.

- **Will the existing options (Neurobiology, Evolution) within the Biology Major be maintained with a change in administrative home?**

For the moment, these options will remain with the major and will be maintained in their current format and content. We are aware that some discussions are underway to spin the Neurobiology Option off as a free-standing major. We are also aware that conversations are underway that may lead to the proposal of additional options, such as Plant Sciences or Ecology. Similarly, the Honors in the Major track in the Biology Major will remain an administrative responsibility of the major. In short, we understand the implementation plan being described in these pages to include any and all pathways through the Biology Major as it exists now or may exist in the future.

- **How will the new management structure of the Biology Major interface with the proposed Biology Community and Learning Center [or Commons] and the BioHouse Residential Learning Community?**

The intent of this proposal is for the two colleges to accept full responsibility for the administration of the Biology Major and provision of related services to its students, in keeping with their responsibilities for all other majors and students under their jurisdiction. The academic and student affairs offices in the two colleges engage in a wide array of activities, including pre-college outreach and consultation, freshman and transfer orientation, advising (curricular, co-curricular, extra-curricular, exploratory, transfer, and career), enforcement and adaptation of academic policies, program review and assessment, and more. We anticipate that the interface with the BCLC and BioHouse will look much like the interface with existing partner offices and co-curricular programs on campus.

The specific activities and functions of the Biology Community and Learning Center have not yet been determined, so the interface here is less clear. It is the hope that the BCLC can add value to all biological science majors, so the restructuring of the administration of the Biology Major need not establish a special arrangement with the BCLC. We anticipate that the academic associate deans in CALS and L&S would remain active participants in any discussion about the BCLC, BioHouse, and similar entities that may be proposed in the future.

- **How do you foresee providing comprehensive advising support to students in the Biology Major?**

Advising is a crucial component of any academic program, providing key context and support to students as they pursue the published curriculum. Advisors also play an important role in providing feedback to the program based on actual student experience with the curriculum as

planned on paper. CALS in particular has long been committed to the value of faculty engagement in advising, believing that those who design and teach a curriculum are best placed to advise students about that curriculum and the career pathways that can follow from it. That said, we also recognize the challenges of advising a major as large as Biology, and the reality that full-time staff advisors are often better placed than faculty to provide consistent, accurate advising about curricular details and degree audits. An additional challenge is that faculty are best prepared to advise students who share their disciplinary interest, but many students who are, for example, interested in veterinary school, are paired with plant scientists, soil scientists, or others who are not a good match for conversations about career plans.

At present, all students in the Biology Major are assigned to one of three staff advisors, with the load distributed by alphabetical breakdown of students' last names. A subset of students in the Biology Major, mostly at the junior and senior year, also has a faculty advisor assigned. The vast numbers of new students and the reluctance of faculty to take on additional students (especially when they already carry advising loads in their home departments) has meant that new students have not been assigned faculty advisors immediately, even though faculty advising has been a goal. The 1500 students in the major are thus primarily advised by 2.4 FTE currently allocated to the major – an advising load of 625 per FTE, far above recommended or even average levels (which are closer to 285 per FTE, as noted above).

With this background in mind, we plan the following broad structure for advising students in the Biology Major. We advise that additional details (such as development of PVLs for new advisors) be determined with consultation from the Office of Undergraduate Advising.

The five FTEs of advisors will be assigned first to Biology majors who do not have an option declared. Given that four of the advisors will have full-time loads, and the fifth will have an advising load as well as administrative responsibilities, each advisor would have a load of fewer than 300 students. These five advisors will also serve as SOAR advisors for incoming Biology students. The program committee would be responsible for developing sustainable programs to connect students in the general track (no option declared) to faculty and to encourage faculty to act as mentors, sponsor research opportunities, and participate in seminar and/or independent and directed study courses. (Note that double majors in closely related fields, such as Biology and Biochemistry or Biology and Biological Aspects of Conservation are being actively discouraged by CALS at this time. Students with a more specialized interest are encouraged to choose the more focused major.)

Students who declare an option (currently Neurobiology and Evolutionary Biology) will have a more formal relationship with faculty and will be assigned to a faculty advisor within that option, thus ensuring that these students are paired with faculty advisors who share a disciplinary interest. We anticipate that additional Biology Major options (plant sciences, ecology, and others) may be proposed in the near future and would require that each option provide faculty advising for students in that option. These students will also have access to the expertise of the staff advisors, but this activity will be closely monitored by the Program Committee to ensure that the ability of the staff advisors to serve the general option students is not compromised.

Students in the general Biology track who are admitted to the Honors in the Major program in CALS or the L&S Honors program will be assigned a faculty advisor. A pool of faculty willing to advise honors students will be identified by the Program Committee, in cooperation with the honors programs in the colleges. These students will also have access to the expertise of the staff advisors, under the same conditions as with those students with a declared option, as established and monitored by the Program Committee.

Students who currently have a faculty advisor assigned, but who are not in one of the options and not in one of the Honors programs, will be permitted to maintain their current advisor(s), but assigned faculty advisors for the general Biology major (no option) will be phased out and replaced with less formal student-faculty mentoring relationships.. If, in the future, the Program Committee determines that sufficient faculty interest exists to assign faculty advisors to all students in the major, the committee may establish a mechanism for adapting this arrangement.

We have recommended funding be allocated to permit the inclusion of a peer advisor program to supplement the advising of Biology majors. We note that the Council on Academic Advising's recent report on peer advising (March 2011) recommends that peer advisors "should not engage in general comprehensive advising," but instead "should serve a support, or paraprofessional function consistent with CAA standards" (p. 8). As a result, we do not recommend relying on a peer advising program to serve the basic, essential advising needs of the Biology Major; however, they provide a valuable service as peer mentors and role models.

The model described here provides an acceptable level of advising for the general Biology majors, and serves as an incentive for students to declare an option, pursue Honors, or choose a specialized biological sciences major as a means to connect with faculty.

Our intention is to hire the Lead Advisor during the spring 2013 semester or soon thereafter, and to assign this individual the task of overseeing the transition of advisor assignments to this new model, as well as to oversee advisor assignments in the future.

In addition to these assigned advisors, we anticipate that students would benefit from having drop-in advising office hours available. Staffing for these drop-in hours could come from the staff advisors, a pool of faculty advisors, and/or peer advisors, who would be available for minor questions about interpreting a DARS report, for example.

Establishing details of the advising structure, hiring of the new advisors, and training for both faculty and staff advisors will be conducted with on-going advice and support from the Office of Undergraduate Advising, and in keeping with the advising guidelines drafted by the Council on Academic Advising. The details established here do not preclude future alterations to the advising structure as enrollments and resources warrant.

- **Please also provide a draft MOU between L&S, CALS, IBE, the existing Biology Major Executive Committee, and the Office of Undergraduate Advising covering the above listed items and any other information needed for an effective and orderly transition of the Biology Major from its current home in IBE to CALS and L&S.**

This document is intended as a step in the necessarily iterative process toward a formal MOU and includes as attachments letters of support from the participating units.

- **While not directly related to the Biology Major, we would also welcome a consideration of which unit will take responsibility for maintenance of the Biology Subject Listing.**

CALS proposes to assume responsibility for the Biology Subject Listing, primarily as a means to institutionalize the cross-college cooperative arrangement established in the Introductory Biology agreements. Until such time as a department is identified to assume this responsibility, the Biology Subject Listing would be administratively housed alongside the Inter-Ag Subject Listing, in the CALS Office of Academic Affairs, with additional oversight by the CALS Curriculum Committee. Additional information about the purpose and structure of the Biology Subject Listing is available in two memos, from September 2003 (Prof. Sharkey to Dean Certain) and September 2004 (Provost Spear to Joanne Berg). Details of this proposed restructuring will be provided in a separate implementation memo.

- **While not directly related to the Biology Major, we would also welcome a consideration of how the Molecular Biology and Biological Aspects of Conservation majors, currently administered by IBE in conjunction with the Biology Major, will be managed after the Biology Major moves to L&S and CALS.**

These majors would move to L&S and be housed in the departments of Zoology and Botany, respectively. These moves and the implementation plans for them are being proposed in separate documents.

Conclusion

We recognize that we cannot provide a highly individualized world-class major to 1500 students within the available resources. The proposal presented in these pages recommends that selected pathways within the general Biology Major provide a more resource-intensive and individualized experience, but that these exist alongside a general, streamlined major for the broader population of students in the program. This implementation plan moves us toward this vision, but additional steps will be required to fully realize this vision.

We have done our best in this document to provide for as many aspects of the administration of the major as we can foresee. We realize, however, that unanticipated questions and challenges are likely to arise during the implementation and as a result, we commit to providing to the deans of CALS and L&S and to the provost a progress report and recommended amendments to this plan 6-12 months post-implementation.

Budget Summary

Budget Item	Description	Amount ¹²	Location
Advisors	5 FTEs and accompanying salaries, using an approximated average salary of \$50,000-\$60,000 (less for a new, junior advisor, more for lead advisor).	~\$250,000 - \$300,000	To be transferred permanently to Biology Major sub-account in Bacteriology.
S&E	Funds to cover office supplies and operating expenses (≥\$6000/year) plus funds to support peer advisor program or other advising needs as determined by Program Committee (~\$4000/year) and funds for annual professional development for the advisors (\$1000 per advisor).	≥\$15,000	To be placed in Biology Major sub-account in Bacteriology.
Biology Major Co-Chairs Compensation	~1/9 summer salary (or comparable temporary base adjustment for duration of term as chair) plus 1 course release per year while chair.	~\$50,000 for two chairs.	Funds to be made available to the deans of CALS and L&S for distribution using same process in place for department chair compensation.
Faculty	2 FTEs and accompanying salaries (not including start-up funds)	~\$200,000 salary for two faculty.	Start-up funds to be provided via normal dept/college/grad school process for new faculty hires.
Bacteriology Department Compensation	Funds to be provided annually from Biology Major account to the chair of Bacteriology as compensation for additional duties undertaken by the department in overseeing the major. Amount is comparable to an additional course release, but can be used as chair sees fit.	\$10,000/year	To be allocated to Biology Major sub-account and transferred annually to chair of the department providing main administrative home to the major. ¹³
Minor Remodeling and start up costs of Advising Office Space	One-time funds will be required for miscellaneous start-up costs (to transfer phone lines, to purchase computers for the new advisors, etc) and possibly to complete minor remodeling of existing space to serve the needs of the staff advisors.	tbd	

¹² The purpose of this budget is to estimate the level of funding required to operate the Biology Major. The work group has not attempted to identify the details of the sources from which these funds should be drawn, as these decisions will rest with the deans, the director of IBE, and the provost. The work group acknowledges that any adjustment to the allocations listed here may affect the implementation plan as currently described. Some of the resources listed here are already dedicated to the major (including some advisor salaries and some S&E budget), but it is our understanding that the Biology Major has not been tracked as a separate budget sub-account or budget line, and so the precise amounts are open to interpretation.

¹³ This arrangement is intended to keep Biology Major budget well delineated, such that if the major were to move to a new administrative home in the future, the costs of the program could be readily transitioned.

APPENDIX A:
Additional Steps Requested by the CALS and L&S Deans

Bearing in mind that on-going work will be required to ensure a healthy, well-functioning Biology Major for the future, the deans of CALS and L&S ask that the newly established Biology Major Program Committee consider the following items over the course of the 2013-14 academic year, and propose plans for implementation or for reasonable alternatives.

1. Explore mechanisms for on-going management of the enrollment in the Biology Major at a level sustainable within the available resources.
2. Consider prohibiting students from double majoring in Biology and another biological science.
3. Consider proposing additional options within the Biology Major, such as those currently under discussion (plant sciences, ecology, food systems, etc.). As part of this process, it would be helpful to review more generally within the Biology Major the expected life-cycle of Options and establish expectations for their addition, continuance, care-and-feeding, and potential phase out.
4. Seek means of streamlining the general Biology Major curriculum to make it possible for students to do more self-advising and to reduce the need for exceptions. Examples of possible steps include:
 - a. Change the current A-E requirement to something like “complete at least one course from three of the four A-D categories.”
 - b. Increase the credit requirement in the A-D/E section so that students automatically complete the 31 credits required by the major.
 - c. Continue to encourage students to participate in 699s, but develop a one-credit capstone seminar for all students that could be coded into the CALS DARS, and/or permit any 699 in a biological science department to count toward the Capstone Requirement.
5. Consider the possibility of establishing a common core biology curriculum taken by all majors.
6. Explore the creation of two additional one-credit seminars (Biology 300 and Biology 500, e.g.) to build on Biology 100 and provide some consistency and coherence to students’ experiences. We recognize that this could require a re-thinking of the Biology Subject Listing, expanding it to include provision of key courses for the major, and would also require potentially significant resources. While this is not an insignificant change, we believe that the student experience and outcomes would be improved by the incorporation of three 1-credit seminar courses in the curriculum, which could also serve to support an effective assessment plan for the major:
 - a. one in the freshman year (models already exist in the First-Year Seminar Requirement in CALS and the new Biology 100-Exploring Biology course);
 - b. one in the fourth or fifth semester (as students are finishing the introductory course sequence and are embarking on selection of intermediate courses within the major);

- c. one in or near the final semester (to satisfy the Capstone Requirement in CALS, which is intended to ensure that students in all majors have an opportunity to reflect on and integrate their learning as they prepare for post-graduate plans).
7. Revise the Honors in the Major track to accommodate roughly 200 students, providing a common and high-caliber academic program, with an emphasis on hands-on laboratory work, outstanding research experiences, and frequent faculty advising. Make this track the flagship pathway within the major, designed for highly motivated students to take full advantage of the breadth of faculty expertise at the UW-Madison.
8. Provide the deans' offices in CALS and L&S with an updated assessment plan for the major, to ensure on-going compliance with campus policy. We note two factors that make planned assessment particularly challenging and important for the Biology Major. First, unlike most departmentally based majors, there is no common set of core classes taken by all students in the Biology Major, and thus course-based assessments will not suffice for measuring student outcomes. Second, and again unlike most departmentally based majors, the courses taken by students in the Biology Major are spread across dozens of departments, and thus no single departmental faculty has day-to-day engagement with the full array of courses that make up the bulk of the major. In most majors, the faculty have some sense of whether students in upper-level courses are receiving adequate preparation in their foundational coursework, or whether particular courses in the major pose special challenges for students, and can raise such issues in departmental meetings. The broad and decentralized structure of the Biology Major means that assessment of issues of preparation and performance is particularly complicated, but no less important than in any major.



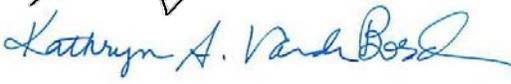
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TO: Provost Paul DeLuca, Interim Vice Provost Chris Olsen

FROM: Dean Gary Sandefur 

Dean Kate VandenBosch 

RE: CALS and L&S Response to the Biology Major Review Committee Report

DATE: 25 September 2012

CC: Seth Blair, Janet Branchaw, Rick Gourse, Sarah Pfatteicher, Michel Wattiaux, Eric Wilcots

The College of Agricultural and Life Sciences and the College of Letters and Science hereby formally acknowledge receipt of the Biology Major Review Committee Report, revised version dated 10 February, 2012, and offer their thanks to the committee for their dedicated and thoughtful work on this complex program review. As the committee noted, this major has proven to be enormously popular with students and its growth has far outpaced initial expectations for it.

In particular, we wish to highlight several key findings of the report:

- “The Biology Major needs a clear, transparent administrative structure.”
- “The home for the Biology Major... must have undergraduate biology education as one of its primary missions.”
- “The major is now at a critical point, demanding immediate action for its health and for the needs of students.”

The Review Committee Report described three “viable administrative structures” for the Biology major: remaining within IBE, moving to a department in one college, and moving to departments in two colleges. After consideration of the pros and cons listed in the report and much subsequent discussion, **we propose that the Biology major be administratively housed in two existing academic departments, one in L&S and one in CALS.**

One of the primary challenges, noted in the report, is that IBE sits outside the typical department- and college-based academic structure. It is our belief that placing the Biology major clearly within the normal governance, oversight, and funding mechanisms of campus provides the necessary foundation from which to address the other issues raised in the review committee's report.

The structure we propose is modeled on that used for Environmental Sciences, another cross-college major. Key elements of this proposed dual-college home are provided below.

- Students would remain in the colleges and the curricula in which they are currently declared.
- The human and financial resources that currently support the Biology major would remain with the major and would be supplemented by additional resources from the colleges and the provost's office in order to ensure adequate advising and leadership for the program.
- The curriculum of the major and front-line authority for approving exceptions, substitutions, and alterations to that curriculum would remain with a cross-college committee chaired by two faculty members, one from CALS and one from L&S.
- The departmental curriculum and executive committees would serve as the interface between the major and the colleges, as they do for other departmental-based programs.
- CALS and L&S would make arrangements for a joint CALS and L&S Curriculum Committee and a joint CALS and L&S Academic Planning Council, to review requests and policies related to programs shared by the two colleges (currently Biology and Environmental Sciences).
- CALS, which houses the majority of the declared Biology majors as well as the majority of the life science majors on campus, would accept responsibility for providing primary office space, personnel supervision, supplies and expenses, and website support, for the academic staff advisors, who would continue to serve Biology majors in both colleges. Precedent for such a structure exists in the Biochemistry major, which is advised out of the CALS department, but enrolls students from both L&S and CALS.

We leave the questions of a home for the Biology subject listing and the Molecular Biology and Biological Aspects of Conservation majors undetermined for the present, as these are not directly tied to the future of the Biology major.

We look forward to collaborating across our colleges and with the Institute for Biology Education and the Office of the Provost to implement these recommendations.



October 25, 2012

MEMORANDUM

TO: Deans Kathryn VandenBosch (CALs) and Gary Sandefur (L&S)

FROM: Paul M. DeLuca, Jr., Provost and Vice Chancellor for Academic Affairs
Christopher Olsen, Interim Vice Provost for Teaching and Learning and
Associate Vice Chancellor

RE: CALs and L&S Memo of September 25, 2012 in Response to the Biology Major
Review Committee Report

Thank you for your memo of September 12, 2012 acknowledging receipt of the Biology Major Review Committee report of February 10, 2012, and outlining your response and initial plans for a path forward. We welcome this forward movement on defining the future of the Biology Major.

In response to your proposal that the Biology Major is best managed through administrative homes in two existing departments, one each in L&S and CALs, we offer our encouragement for you to make progress in this direction.

We ask that you provide us with a detailed plan for implementation of this proposal by March 1, 2013. A proposal that comes to us by this date, and no later than the end of March, will provide enough time for the proposal to be considered by the UAPC and to be implemented for Fall 2013.

This plan should address (though likely will not be limited to) the following items:

- Which departments in L&S and CALs will become the administrative homes of the Biology Major? To what degree, if any, will the structure or mission of these departments need to change in order to embrace the management of an undergraduate degree program encompassing a large number of students and diverse topics across the biological sciences? It is important that the materials demonstrate that the faculty members in these new home departments are embracing this authority and responsibility.
- What will be the specific School/College responsibilities for the gateway courses to the Biology Major, including biology 151/2/3, Biocore, Zoology 101/102 and Botany 130?



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- Please describe the planned overall governance structure for the major in both CALS and L&S. One possible governance structure is an executive committee for the major with representatives from both departments. However, any other structure that serves the best interests of students and meets with the acceptance of the faculty may be appropriate. Please be sure that your plan clearly defines specific decision making authority.
- What financial, space, and personnel resources do you anticipate needing for management of the Biology Major and how will you provide these resources?
- The following items should be addressed in collaboration with Janet Branchaw, Interim Director of IBE, the existing Biology Major Executive Committee, and, as regards advising, also with Wren Singer, Director of Undergraduate Advising. We are happy to help coordinate these discussions if that would be useful.
 - Will the existing options (Neurobiology, Evolution) within the Biology Major be maintained with a change in administrative home?
 - How will the new management structure of the Biology Major interface with the proposed Biology Community and Learning Center and the BioHouse Residential Learning Community?
 - How do you foresee providing comprehensive advising support to students in the Biology Major?

Please also provide a draft MOU between L&S, CALS, IBE, the existing Biology Major Executive Committee, and the Office of Undergraduate Advising covering the above listed items and any other information needed for an effective and orderly transition of the Biology Major from its current home in IBE to CALS and L&S.

While not directly related to the Biology Major, we would also welcome a consideration of which unit will take responsibility for maintenance of the Biology Subject Listing, and how the Molecular Biology and Biological Aspects of Conservation majors, currently administered by IBE in conjunction with the Biology Major, will be managed after the Biology Major moves to L&S and CALS.

We sincerely thank you for your efforts in moving toward an enhanced biology education experience for our students. While this is an important step, we view it as a first step in an iterative process, not an end in and of itself. We will look forward to working with you in the future on larger issues related to the overall structure of biological sciences undergraduate education at UW-Madison, including dialogs around biology curriculum and



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whether the current existence of multiple independent biological science majors is the best approach for our students and our institution in the 21st century.

cc: Seth Blair, Michel Wattiaux, Janet Branchaw, Rick Gourse, Sarah Pfatteicher, Eric Wilcots, Nancy Westphal-Johnson, Jocelyn Milner; file



February 26, 2013

To: Dean Gary Sandefur, Dean Kathryn VandenBosch

From: Donna Fernandez, L&S Co-Chair of the Biology Major Executive Committee

Re: Response to "Detailed Plan for Implementation of the Proposal to House the Biology Major in CALS and L&S Effective Fall 2013".

The Biology Major Executive Committee (BMEC) met on February 21, 2013 for a third and final discussion of the plan for changing the administrative structure of the Biology Major, as outlined in the document "Detailed Plan for Implementation of the Proposal to House the Biology Major in CALS and L&S Effective Fall 2013". The committee consists of 10 faculty members, 1 instructional academic staff member, and 4 staff advisors. Five faculty (Cameron, Fernandez, Johnson, Kaeppler, Larget), and 4 staff advisors (Asen, Lipske, Smith, Widorski) were present. The committee unanimously passed the following 2 motions:

Motion 1: proposed by Shawn Kaeppler, seconded by Steve Johnson

"That the BMEC agrees to support the relocation of the Biology Major, in particular by agreeing to reformulate itself as Program Committee and work within the new administrative structure as outlined in the document."

Amended Motion 2: proposed by Bret Larget, seconded by Shawn Kaeppler

"The BMEC recommends to the new Program Committee that they undertake a review and consideration of the recommendations provided by the deans in the Appendix to the document and to provide a response to the deans by the close of the 2013-14 academic year."

Cc: Eric Wilcots, Sarah Pfatteicher, Rick Grouse, Jeff Hardin

Institute for Biology Education

Biology Major

445 Henry Mall, Room 118 Madison WI 53706

biologymajor@biology.wisc.edu, Phone: (608) 262-9690 FAX: (608) 890-057



Department of
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Richard L. Gourse, Ph.D.
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February 22, 2013

To: Associate Dean Sarah Pfatteicher <spfatt@cals.wisc.edu>
Re: Implementation of Biology Major

Dear Sarah,

The faculty of the Department of Bacteriology discussed the document entitled "Detailed Plan for Implementation of the Proposal to House the Biology Major in CALS and L&S," at our February 15 meeting and voted unanimously to accept the responsibilities for administering the Biology Major as described in that document. We look forward to continued collaboration with the Biology Major Work Group and with the proposed Biology Major Program Committee to carry out the plans presented in the proposal.

Sincerely,

Richard L. Gourse, Ph.D.
Ira L. Baldwin Professor
Chair, Department of Bacteriology

DEPARTMENT OF ZOOLOGY

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1117 W. JOHNSON ST.

□ BIRGE HALL
430 LINCOLN DR.

□ LOWELL E. NOLAND HALL
250 N. MILLS ST.

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February 27, 2013

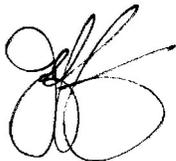
Eric Wilcots
Associate Dean for Natural and Mathematical Sciences
College of Letters & Science
304 South Hall
CAMPUS

Dear Eric:

The faculty of the Department of Zoology met on February 5, 2013 to discuss the draft document entitled "Detailed Plan for Implementation of the Proposal to House the Biology Major in CALS and L&S," and unanimously voted to accept responsibility for administering the L&S component of the Biology Major as laid out in that document. While there are some minor details that we will look forward to spelling out, particularly the need for a regular physical presence in L&S space for Biology Major advisors, we feel that this is a very positive step forward in regularizing the Biology Major. This outcome reflects the collaborative nature of our interactions with CALS leadership, Rick Gourse and the Department of Bacteriology, the Institute for Biology Education, the current leadership of the Biology Major, and your office. Congratulations on moving this forward.

We look forward to continued collaboration with the Biology Major Work Group and with the proposed Biology Major Program Committee to implement the action points in the proposal.

Best regards,



Jeff Hardin
Professor and Chair
Department of Zoology



College of
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February 25, 2013

Provost DeLuca
150 Bascom Hall
500 Lincoln Drive
Madison, WI 53706

Dear Provost DeLuca,

On February 5, 2013, the members of the College of Agricultural and Life Sciences Academic Planning Council voted unanimously to recommend to the dean approval of the proposed new administrative structure for the Biology major, as outlined in the document entitled "Detailed Plan for Implementation of the Proposal to House the Biology Major in CALS and L&S."

Since additional edits were made to the proposal following the February 5th meeting, an updated version of the document appeared on the February 22, 2013, consent agenda and passed without dissent.

Sincerely,

Kate VandenBosch
Dean and Director

Office of the Dean and Director

140 Agricultural Hall 1450 Linden Drive Madison, WI 53706
608-262-1251 Fax: 608-262-4556 www.cals.wisc.edu



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21 February, 2013

TO: Paul DeLuca, Provost

FROM: Gary Sandefur, Dean 

RE: Change in Administrative Authority for L&S Undergraduate Major: Biology

CC: Janet Branchaw, Director, Institute for Biology Education
Gery Essenmacher, Associate Dean for Student Academic Affairs, L&S
Donna Fernandez, Professor of Botany and L&S Co-Chair, Biology Major
Rick Gourse, Professor and Chair, Bacteriology (CALs)
Jeff Hardin, Professor and Chair, Zoology (L&S)
Elaine Klein, Assistant Dean for Academic Planning, L&S
Jocelyn Milner, Associate Provost and Director, Academic Planning and Analysis
Scott Owczarek, Registrar
Kate VandenBosch, Dean, College of Agricultural and Life Sciences
Michel Wattiaux, Professor of Dairy Science and CALs Co-Chair, Biology Major
Eric Wilcots, Associate Dean for the Natural and Mathematical Sciences, L&S

On February 19, 2013, the Letters and Science Academic Planning Council considered, for a second time, a document detailing the proposed new administrative structure for the Biology major, "Detailed Plan for Implementation of the Proposal to House the Biology Major in CALs and L&S." Professors Fernandez, Gourse, and Hardin were present and offered substantive insight into the plan, which promises to address several challenges that have developed concerning the administration of what has become the largest major on campus. Their presence, as well as that of CALs Associate Dean Sarah Pfatteicher, signaled that our colleges are working and will continue to work together, from program faculty up through departmental and college leadership. On the strength of the proposal and on the chairs' reports that their faculties had approved it in principle (and that final approval was expected to arrive within the coming week), the council unanimously approved a motion to recommend that the dean and College accept the plan, contingent on receipt of those final approvals.

Office of the Dean
College of Letters & Science, The Heart of A Great University

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