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College of Letters and Science Academic Planning Council  
Annual Report to L&S Faculty Senate, March 2010 through February 2011

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**Chair**

Gary Sandefur, Dean

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**Elected and Appointed Members**

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William Aylward (Classics)*	Maria Muniagurria (Economics)*
Harry Brighouse (Philosophy)	Rick Nordheim (Statistics)
Iliia Guzei (Chemistry)	Seth Pollak (Psychology, LaFollette)
Jim Leary (Folklore, Scan Studies)	Aliko Songolo (African Languages and Literature, French and Italian)*
Melanie Manion (Political Science and LaFollette)	Don Waller (Botany and Biological Aspects of Conservation)

\* Ad hoc appointments: W. Aylward served in 09-10 while J. Leary was on sabbatical. A Songolo completed term vacated by H. Dubrow; M. Muniagurria completed term vacated by B. Clayton.

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***Ex-Officio Members***

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Debby Bush y (L&S Student Academic Affairs; Classified Staff Issues Committee, 2009-2010)  
Anita Lightfoot (Integrated Liberal Studies; Classified Staff Issues Committee, 2010-2011)  
Michael Morgan (Atmospheric and Oceanic Sciences; Chair, L&S Curriculum Committee chair  
2009-2010)  
Kris Olds (Geography; Chair, L&S Curriculum Committee chair 2010-2011)

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***Ex-Officio Observers***

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Maria Cancian (LaFollette and Social Work, Associate Dean for the Social Sciences) (January 2011)  
Susan Ellis-Weismer (Communicative Disorders, Associate Dean for Research Services)  
Gery Essenmacher (Interim Associate Dean for L&S Student Academic Affairs) (November 2010)  
Ann Groves Lloyd (Associate Dean for L&S Student Academic Affairs) (Until November 2010)  
Anne Gunther (Associate Dean for Budget and Finance)  
Charles N. Halaby (Sociology; Associate Dean for the Social Sciences) (Until January 2011)  
Magdalena Hauner (African Languages and Literature; Associate Dean for the Humanities)  
Elaine M. Klein (Assistant Dean, Academic Planning, Program Review, and Assessment)  
Lucy Mathiak (Director, Communications and College Relations)  
Guido Podest  (Associate Dean, International Studies)  
Nancy Westphal-Johnson (Associate Dean for Undergraduate Education and Academic Administration)  
Eric Wilcots (Astronomy; Associate Dean for the Natural Sciences)

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**L&S Academic Planning Council Activity**

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The L&S Academic Planning Council advises the dean on strategic planning, as well as on programmatic (program review, expansion, alteration, and deletion) and fiscal matters. The council's operating procedures appear online in the *L&S Handbook*, at:  
(<http://www.ls.wisc.edu/handbook/ChapterOne/APC%20Governance%20Rules.pdf>).

*Strategic Planning.* Throughout 2009-2010 and continuing into 2010-2011, Dean Sandefur frequently consulted the council on budgetary and strategic planning and policy issues affecting the college and university. Topics included:

- In Fall 2010, the council reviewed proposals submitted in the third round of the Madison Initiative for Undergraduates competition. The process was improved somewhat since a two-tiered submission procedure was used, in which pre-proposals were considered and the most promising among these were invited to prepare full proposals. The competition is ongoing; results should be released in Spring 2011.
- In 2009-2010, the council participated in the review of the Cluster Hiring Initiative (CHI). Based on L&S contributions to the process, and the APC's strong recommendation that the program be continued (but modified to have a different mechanism for funding and regeneration), the Vice Provost for Faculty and Staff Programs developed recommendations concerning ongoing support of the program. These will likely be discussed by the council in Spring 2011.
- Like many other groups and units on campus, the council discussed Chancellor Martin's proposed *New Badger Partnership*. In general, members favor the concept of increased flexibility and autonomy for the university, but note that "the devil is in the details," and few details have been available.
- The council has spent considerable time (and will spend more) advising the dean about budget reduction priorities. As ever, any reductions made should preserve the high quality of educational programs (both individual majors and programs in service to campus requirements and other units), as well as high quality research. Through these means, the council believes that L&S provides the foundation for excellent service to the citizens of the state.

*Program and Unit Changes.* As noted in previous reports, program development seems to be related to the resources available to support these endeavors. The development of new programs, centers and institutes is often linked to influxes of new funding, or to new ways to use existing funds. For example, MIU funds may be awarded to support hiring that will make possible a new program, or gift funds may be used to support a new research center. Program development processes now emphasize that proposal authors work to understand the resource implications of their initiatives, and that all participants in the endeavor understand their own and others' contributions. Those contributions may be obtained through new funding or through reallocation of existing resources. Finally, it is generally the case that academic programs reliant on "soft" funds are not approved.

Despite the challenges inherent in developing new academic programs in an era of constrained resources, we are pleased to report that two new programs focused on the environment have been approved at the campus level. As many L&S faculty members are aware, programming in this area has been discussed at UW-Madison for decades, and these programs are a breakthrough. Both have been developed through reallocation of resources, and both reflect strong partnerships L&S has with other units on campus. They are:

- The new L&S major in Environmental Studies, to be overseen by the Gaylord Nelson Institute for Environmental Studies (GNIES). The program stresses a highly interdisciplinary approach to the topic, and since it requires students to complete another major, it holds the promise of helping all L&S departments and programs explore the connections between their disciplines and environmental studies.

- The new, shared L&S and CALS major in Environmental Sciences. This is a rigorous program across the many branches of science concerned with the environment. Two departments have volunteered to take on administrative roles for this program, which will be coordinated by a cross-college program committee. In CALS, the Department of Soil Science will work with students completing the program within the new CALS Bachelor of Science degree requirements; in L&S, the Department of Atmospheric and Oceanic Science will work with students completing the program within L&S BA or BS degree requirements.

A list of other matters considered by the council since the council's last report to the L&S Senate is attached to this report (see **Attachment A**).

*Program Review.* As always, several regular academic program reviews are under way (**Attachment B**). In light of recent staffing changes and budgetary stresses, the council has slowed the pace of reviews substantially.

The council's recommendation that L&S guidelines for program review be realigned with the university's Strategic Framework was delayed while the University Academic Planning Council revised the campus-level guidelines. Unfortunately, undertaking the task of realigning program review guidelines has been a lower priority than other business. As a result, reviews to be convened under the (anticipated) new guidelines have not been convened. Assistant Dean Elaine Klein, who facilitates this process for the college, will present a proposal to the APC regarding the new review guidelines.

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## **Policy Matters**

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The council discussed a wide variety of issues which might have policy implications for the college. Matters presented to the council for consideration included such topics as:

- The UW-Madison Research Enterprise
- The UW System "Growth Agenda" report
- National Research Council rankings
- The Report of the L&S Equity and Diversity Committee and the need to respond to the Achievement Gap
- The proposed "New Badger Partnership"
- The "Future of Humanities" initiative

Two discussions of this nature led to college-level policy recommendations:

(1) As required by Chapter Five of Faculty Policies and Procedures, schools and colleges are required to have policies governing departmental restructuring. Previous L&S policy in this area was considered by the both the council and college leadership to be too succinct to provide appropriate guidance, and a new policy on Departmental Creation, Restructuring, or Discontinuance was approved (see **Attachment C**).

(2) Dean Sandefur conferred with the council, L&S department chairs, and campus leadership concerning the phenomenon in which faculty members who have accepted outside offers delay resignation from UW-Madison. The council approved a clarification of the existing Faculty Leave policy, to help the college better manage its allowance of positions open for recruitment of new faculty. With respect to faculty leaves of absence, "except in unusual circumstances, leaves of absence will not be granted to

members of the faculty who have accepted outside offers.” The revised policy is published in the L&S Handbook, at <http://www.ls.wisc.edu/handbook/ChapterFour/chIV-14.htm#FacLeave>.

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### **Membership Changes**

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As reported last year, May 2010, several individuals completed their service on the council, and in September, Dean Sandefur welcomed several new members to the council (Harry Brighthouse, Anita Lightfoot, Maria Munigiarra, and Kris Olds). In May 2011, nearly half of the council’s members will complete their terms; however, as news about the State of Wisconsin budget began to emerge, Dean Sandefur expressed concern about having so many new members face the task of reviewing proposed budget reductions. Several members volunteered to extend their service by one year to ensure that work undertaken in Spring 2011 will have continuity of understanding and experience when it resumes in Fall 2011.

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### **Meetings**

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In an effort to minimize conflicts with standing departmental meetings, the council will shift its regular meeting time. After polling L&S departments and programs, it was determined that the new meeting time can be on alternate Tuesday afternoons (second and fourth), from 1:00 – 2:30 p.m. Similarly, the L&S Curriculum Committee will meet on the first and third Tuesday, from 1:00 – 2:30 p.m. L&S Senate meetings will continue to be held once each Fall and Spring semester on a Monday in mid-semester, from 3:30-5:00 p.m. (cancelled when there is insufficient business).

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### **Questions and Comments**

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This report was endorsed by the L&S Academic Planning Council on March 2, 2011. Questions about the report or the council’s activities may be submitted to Dean Sandefur, to the Associate Dean responsible for the department or program involved, or to Assistant Dean Elaine M. Klein ([kleine@ls.admin.wisc.edu](mailto:kleine@ls.admin.wisc.edu)).

Submitted by Elaine M. Klein, Ph.D.  
Assistant Dean, L&S Academic Planning, Program Review and Assessment

## L&S Academic Planning Council, March 2010 – February 2011

### Requests related to academic programs

- 3/10/10 Approved request to resume admission to graduate track in Chinese Linguistics
- 4/28/10 Create: Ph.D. minor in Visual Cultures
- 9/22/10 Create: Undergraduate major in Environmental Sciences: CALS- B.S., L&S- B.A., B.S
- 9/22/10 Create: Undergraduate major in Environmental Studies: L&S- B.A., B.S. Administered by Nelson Institute
- 12/8/10 Create: Certificates in Chinese Professional Communication
- 12/8/10 Create: Certificates in Japanese Professional Communication
- 12/8/10 Approve: Double degree arrangement, International Public Affairs (Masters Degree) and Neuroscience (Ph.D.)

### Requests related to L&S centers/institutes

- 10/13/10 Create: Center on Child Welfare Policy and Practice
- 10/20/10 Name change: Center for the History of Print Culture in Modern America (to “Center for the History of Print and Digital Culture”).

### Requests for Comment or Consultation

*The L&S APC recommended that UW-Madison support the following requests from UW System institutions, which are seeking to plan the following new programs:*

- 4/14/10 UW- Milwaukee: MA and PhD in Linguistics
- 4/21/10 UW- Parkside: undergraduate major in Environmental Studies (BS)
- 9/15/10 UW- Stout: Master in Industrial and Applied Mathematics
- 9/22/10 UW-Milwaukee: MS in Architecture
- 1/26/11 UW-Whitewater: Proposed BA/BS in Enviro Science/Studies
- 2/23/11 UW-Eau Claire: Bachelor of Professional Studies
- 2/23/11 UW-Milwaukee: PhD in Social Sciences and Community Health
- 2/23/11 UW-River Falls: Bachelor of Applied Science

*The L&S APC recommended support for the following requests for program activity at UW-Madison:*

- 9/15/10 Create: School of Medicine and Public Health, Department of Neuroscience
- 12/8/10 Permission to plan: School of Medicine and Public Health, MS/PhD program in Epidemiology
- 12/15/10 Name Change: Institute for Cross-College Biology Education (to “Institute for Biology Education”)
- 12/15/10 Name Change: Center for Biology Education (to “Center for Biology Education Outreach”)
- 1/26/11 Create: School of Human Ecology, Center for Financial Security

*The L&S APC returned the following request, seeking more information:*

- 9/15/10 Create: School of Medicine and Public Health and Department of Urban and Regional Planning’s Dual Degree

**L&S Program Reviews in Progress**

<b>Department/Program (Major Code)</b>	<b>Self Study</b>	<b>Committee Review</b>	<b>Committee Report</b>	<b>APC Discussion</b>
Asian Studies (092) Concentrations: East Asian, Southeast Asian. MA Southeast Asian Studies (935) Cert. in East Asian	Charged Fall 2007; Received	Committees Convened; interviews complete	Complete; responses from centers and related departments received	Completed Spring 2010
Communicative Disorders (216)	Charged Fall 2008; Received	Committee visit Fall 2009	Finished; department response received	Completed Spring 2010
Economics (261)	Charged Fall 2007; Received	Committee visit Fall 2009	Finished; department response received	Completed Spring 2010
English (405)	Charged Fall 2008 Received	Committee visit Jan 27-29, 2010	Finished; department response received	Fall 2010
Capstone Certificate: Geographical Info. Systems (358)	Charged Fall 2008 Received	Committee work conducted Summer & Fall 2009	Finished; department response received	Completed Spring 2010
Geoscience (468, 470, 472)	Charged Fall 2007 Received	Committee visit Feb 4-5, 2010	Finished; department response received	Completed Fall 2010
Journalism (PhD Mass Communication – 630)	Charged Fall 2009 Resumed Spring 2011	Review Committee is being convened		
Languages and Cultures of Asia (596)	Resumed Fall 2008 Received	Committee visit Fall 2009	Finished; department response received	Completed Fall 2010
Political Science (805)	Charged Fall 2008 Received	Committee visit Fall 2009	Finished; department response received	Completed Fall 2010
Psychology (832; non-accredited programs only)	Charged Spring 2009; Extension to Spring 2010			
Spanish & Portuguese (936, 810; Cert Spanish for Bus Majors)	Charged Fall 2008 Received	Committee convened; site visit April 2011		
Statistics (949)	Charged Fall 2008 Received	Committee visit Feb 18 & 19, 2010	Finished; department response received	To be completed Spring 2011

**OTHER REVIEWS**

<b>Joint Reviews (Major Code)</b>	<b>Self Study</b>	<b>APC Discussion</b>	<b>Committee Review</b>	<b>Committee Report</b>	<b>UAPC Action</b>
MA Gender and Women's Studies	Received	Completed Spring 2011	UAPC will convene		
Doctor of Audiology	In Progress				
<b>Certificate Program Reviews</b>	<b>Review convened</b>	<b>APC Discussion</b>			<b>APC Action</b>
Archaeology	July 2008				
<b>Other</b>	<b>Review convened</b>	<b>Committee work</b>	<b>APC Discussion</b>	<b>Next Steps</b>	
Center for World Affairs and the Global Economy	February 2009	Completed	Completed	Reorganization recommended; report submitted to APC	

L&S Policy on Creating, Restructuring, or Discontinuing Departments, Programs, and Department-like Units

*Approved by L&S Academic Planning Council, 3 November 2010*

*“A department shall consist of a group of faculty members recognized by the faculty and chancellor, and the Board of Regents, as dealing with a common field of knowledge or as having common or closely related scholarly interests” (FP&P 5.01(A)).*

As scholarly interests change over time, circumstances arise that require the faculty to reexamine the existing (or incipient) organization of the departments, programs, or other academic units with which they are affiliated. This introspection may lead to a request to substantially reorganize these entities to better reflect faculty interests. Faculty policy defines “substantial” change that warrants deep consultation: *“Substantial restructuring includes, but is not limited to the merger of departments, the transfer of groups of faculty in or out of departments, and the establishment of department-like bodies”* FP&P 5.01(A).<sup>1</sup> When such reorganization is desired, FP&P dictates that it may proceed in a formal process that includes a period of study, development of clear recommendations, and approvals granted by the affected departmental/unit executive committees, College and University Academic Planning Councils, Chancellor, and Senate. Throughout the process, the unit is expected to consult extensively both with the Deans’ offices, the APC’s, and others who may be affected by the change.

The following L&S policy on the Creation, Restructuring, or Discontinuation of Departments and Programs seeks to ensure that FP&P 5.01 is followed and that affected individuals are afforded an opportunity to engage in these discussions. In preparing recommendations for restructuring, four broad questions need to be addressed concerning the substantial changes to departments, programs, and other “department-like” units:

1. Centrality: To what extent is the mission and purpose of the unit fulfilling a need that is central to the overall mission of the college and/or university? Are the mission and purpose sufficiently distinct from other units that already exist?
2. Quality: What is the quality of the department or program?
3. Service: In what ways, and how well, does the department/program meet the needs of undergraduate and graduate students?
4. Cost effectiveness: To what extent is the department/program cost effective? If it is not cost effective, does the centrality of its role and quality of its performance (as conveyed in items 1, 2 and 3 above) outweigh the need to be cost effective?

If restructuring is desired, the answers to these questions may be incorporated in a memo to the Dean and L&S Academic Planning Councils. The memo should convey a candid response to these questions, and express clearly the rationale for change.

When the request is endorsed by the APC, the next step is to develop a plan to address practical matters related to the desired change. Since different situations will precipitate change and each situation will bring its own set of questions to be answered, there is no template for this plan; however, units are encouraged to consider several categories of issues that should be addressed:

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<sup>1</sup> Per FP&P 5.01(A): “A department shall consist of a group of faculty members recognized by the faculty and chancellor, and the Board of Regents, as dealing with a common field of knowledge or as having common or closely related scholarly interests.” Other gatherings of faculty may be considered to function like departments per FP&P 5.01 (B). “Department-like bodies,” or, groups of faculty who are not all in the same department but who share responsibilities for departmental functions (FP&P 5.40) also exist. These guidelines pertain to all three of these formally convened groups.

- governance and process (decision-making processes that allow all affected parties to participate in discussions about restructuring; adequate communication and consultation with stakeholders; careful attention to relevant campus policy);
- people (personnel, including untenured faculty, classified, and academic staff; students, current and former; other stakeholders, such as boards of visitors);
- resources (financial and physical);
- ongoing responsibilities (e.g., ensuring students' ability to complete academic programs; continued administration of grants and contracts); and
- time (stages of implementation and deadlines for accomplishing them).

Requests for change will generally proceed through the following steps:

1. Conversations about department/program creation, restructuring or discontinuation will, in most cases, be initiated by the faculty; however, the dean may, after consultation with the Academic Planning Council, request that the faculty initiate these conversations.
2. In the event that these conversations lead to a decision that restructuring is warranted, the faculty should inform the Dean and APC via a memorandum seeking to create, restructure, or discontinue the department or program.
3. Consistent with FP&P 3.08 B.3 (b), the APC will invite the department chair or program director (or an appropriate member of the faculty in a leadership position) to be present at and participate in a discussion of the request.
4. Following this discussion, the planning process should be undertaken in a period of not less than six months. If circumstances suggest that a shorter period is both reasonable and desirable, by mutual agreement of the unit, the deans, and the APC, the "start date" for planning may be adjusted to include some portion of the discussion period preceding the memo.
5. Development of the plan will be led by the program faculty. The faculty may designate leaders who will consult extensively with the Associate Dean and the Assistant Dean for Academic Planning as the plan is prepared.
6. During the planning phase, faculty representatives, the Associate Dean, and the Assistant Dean for Academic Planning should communicate with other APC's if needed.
7. When it is complete, the unit must approve the plan and submit it to the Dean and the APC.
8. Per FP&P 3.08 B.3(b), appropriate representatives of the department/program faculty will be present and invited to participate in the APC discussion of the plan.
9. If the APC approves the plan, it is presented, with a description of procedures followed, to the UAPC. (If more than one School/College is involved, all APC's should approve the same plan. If necessary, impasses between the APC's and/or deans will be adjudicated by the chancellor before the plan is sent to the UAPC for consideration.)
10. The UAPC will either approve the plan or return it for revisions.
11. When approved by the UAPC, the plan is presented to the Chancellor and to the Faculty Senate.

Questions about this policy and process should be addressed to the Dean, the Associate Dean, or to the Assistant Dean for Academic Planning.