MEMORANDUM

To: John Borrelli, Dean
    Graduate School

From: Lynn Huffman
       Chairperson

Subject: Graduate Program Review Response (NHR)

Date: July 5, 2007

Attached is the NHR response to the program's recent graduate program review. I would like to thank the staff at the Graduate School for their assistance in this process.

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DEPARTMENT OF DESIGN
GRADUATE PROGRAM REVIEW

PROGRAM RESPONSE

The Department of Nutrition, Hospitality, and Retailing and the College of Human Sciences wish to express our thanks to the team members for the time and effort they put into their review of the graduate programs in Nutritional Sciences, RHIM, and Hospitality Administration. We appreciate the difficult task since the programs are so different, the equivalent of reviewing two departments. The College and Department feel that the team gave solid input and presented an extremely accurate and frank assessment of the programs under review.

Background
Four years ago, the College evaluated its departmental organizational structure and decided to make major changes. Education, Nutrition, and Restaurant/Hotel Management was changed to Nutrition, Hospitality, and Retailing. In that process, Family and Consumer Sciences Education was moved to a different department and Retailing was added to the department in its place. The results of the reorganization have been generally positive, particularly for this department.

- A strong collaboration has developed between Hospitality and Retailing (which has no graduate program).
- Nutritional Sciences, as our only biological science, is somewhat of an outlier. It is the intent of the College to build it to departmental status in the future.

Clarification
Because it is so difficult to review two different programs in such a short time, the following points of clarification are offered

- The strategic plan presented in the department report was written in the fall of 2006, though the divider page indicated that it was the 2000 version.
- The team reported that it was unclear whether PhD students were productive in research. Page 47 of the review documents notes that in 2005, doctoral students had 21 refereed publications and 20 poster presentations. These publications and presentations were research based.
- Dr. Betts (Nutritional Sciences) reported that there were no lab facilities for Nutritional Sciences faculty or students.
  - There are indeed two spacious lab facilities available on the fourth floor of the Human Sciences Building. Unfortunately, because the facilities have not been used by nutrition faculty members, they were loaned to another college (Agriculture and Natural Resources). A portion of one of the fourth floor labs has been reserved for Nutritional Sciences, but it has not been used in four years. New large equipment purchased by the college and the department for a NS faculty member has never been used.
Program Plans
Again, the plans for the programs are quite different.

*RHIM/Hospitality Administration* – few changes are needed.

- Students are productive and successfully placed in professional careers. Efforts should continue to recruit, educate, and graduate high quality HA students.
- Faculty members are cooperative and highly committed. Efforts to improve faculty publication levels are underway. As more students graduate and publish their dissertation work, faculty publications will increase. In addition, the College plans to continue to develop and offer faculty development programs, with emphasis on enhancing teaching and increasing funded research. HA faculty members are frequently selected to participate.
- Salaries for faculty members and TAs remain problematic. Faculty salaries particularly are well below national averages. A small source of funding to make equity adjustments has been identified for the upcoming budget process, but to resolve existing salary issues will require a multi-year solution.
- Additional faculty positions are needed to better serve the needs of the large graduate program. One new position has become available and a search will be opened this fall. While this new position is very helpful, it does not solve the faculty shortage problem.

Nutritional Sciences

- The master’s program is in good condition due to the Dietetic Internship, though having students in a research/thesis program is highly desirable. Efforts should be made to seek this type of student.
- The doctoral program is essentially defunct. The department plans to put the degree on hiatus for two years. During that time, several things need to happen:
  - New faculty members identified and hired into the program
  - Faculty members must decide if they want a doctoral program and if they are willing to work with doctoral students
  - A purposeful recruitment plan should be developed and implemented
  - A viable degree plan should be developed
  - Faculty members should explore the possibilities and advantages of a joint multidisciplinary degree with an allied area
  - Grant proposals should include funding for graduate student support
  - After two years, program viability will be reevaluated
- Additional faculty members are sorely needed as the undergraduate nutrition program is growing rapidly, putting additional pressure on time available for research and student guidance. However, no new faculty can be brought in until the working environment has improved.
- Faculty conflict is so serious that there has been strong potential for faculty turnover as a result. In addition, students are very clearly aware of and impacted by the dysfunction among the faculty group. Unfortunately, the potential for faculty turnover has been realized. Two NS faculty members resigned in late May, effective August 31. A plan to lessen the sources of conflict is being developed.