



February 27, 2014

Vivian S. Lee
Senior Vice President for Health Sciences
5th Floor, CNC
Campus

RE: Graduate Council Review
Department of Health Promotion and Education

Dear Vice President Lee:

Enclosed is the Graduate Council's review of the Department of Health Promotion and Education. Included in this review packet are the report prepared by the Graduate Council, the Department Profile, and the Memorandum of Understanding resulting from the review wrap-up meeting.

After your approval, please forward this packet to President David Pershing for his review. It will then be sent to the Academic Senate to be placed on the information calendar for the next Senate meeting.

Sincerely,

David B. Kieda
Dean, The Graduate School

Encl.

XC: Les Chatelain, Interim Chair, Department of Health Promotion and Education
Robin Marcus, Interim Dean, College of Health

The Graduate School - The University of Utah

**GRADUATE COUNCIL REPORT TO THE SENIOR VICE PRESIDENT
FOR HEALTH SCIENCES AND THE ACADEMIC SENATE**

September 30, 2013

The Graduate Council has completed its review of the **Department of Health Promotion and Education**. The External Review Committee included:

David A. Birch, PhD, MCHES
Professor and Chair, Department of Health Sciences
The University of Alabama

Susan Ward, PhD
Professor and Chair, Department of Health and Kinesiology
Texas A & M University

Marc A. Zimmerman, PhD
Professor and Chair, Department of Health Behavior and Education
School of Public Health
University of Michigan

The Internal Review Committee of the University of Utah included:

Ann L. Darling, PhD
Senior Associate Dean, Office of Undergraduate Studies
Associate Professor, Department of Communication

AJ Metz, PhD
Assistant Professor
Department of Educational Psychology

Christina Porucznik, PhD
Assistant Professor
Department of Family and Preventive Medicine, Division of Public Health

This report of the Graduate Council is based on the self-study submitted by the Department of Health Promotion and Education, the reports of the Internal and External Review Committees, the OBIA profile, and the Interim Department Chair's letter dated May 24, 2013 in response to the Internal and External Committee Reports. The Dean of the College of Health did not provide a separate response, but indicated his agreement with the Chair's response.

DEPARTMENT PROFILE

Program Overview

The mission of the Department of Health Promotion and Education (hereinafter the "Department") is "to discover, refine, and facilitate the practical application of strategies that can assist individuals, communities, and societies in adopting and maintaining healthy lifestyles." The Department offers four degree programs in Health Promotion and Education: a BS degree, an MS degree, a PhD degree, and an EdD degree. A Health Minor and a School Health Teaching minor as well as six emphasis areas (community health, school health, consumer health, provider health, emergency medical services, and nuclear medical technology) are offered at the undergraduate level.

The Department has an Interim Department Chair who is well liked by faculty, staff, and students. The Interim Chair is a master's level, full-time, non-tenure-track faculty member who is also the Director of Emergency Medical Services. There are five tenured/tenure-track faculty members and 3 non-tenure-track members. In addition, there are five full-time and numerous part-time individuals who primarily engage in teaching activities for the Department.

The Department has a significant undergraduate teaching mission (the undergraduate degree program offered through the Department accounts for the 2nd highest proportion of student credit hours within the College), and some members of the faculty feel that this mission is misunderstood at the College level. Given the Department's focus on undergraduate teaching, the tenured/tenure-track faculty perceive a lack of time and resources to engage in research related activities. In accordance with recommendations made at the time of the last review, the Department reduced the size of the PhD program from 21 to 16 in order to create more manageable mentorship loads.

The Department recently engaged in strategic planning with an outside expert, which resulted in three priority actions for the next 3-5 years. The priority actions included: (a) hiring and retaining 1-3 additional tenure-track faculty members, which may include a department chair; (b) engaging in efforts to increase internal and external funding; and (c) identifying and enhancing signature learning experiences in its programs.

Faculty

The Department is comprised of five tenured/tenure-track faculty members, three non-tenure-track members, and many auxiliary and part-time teaching faculty members who provide specific functions (e.g., teaching courses) for the Department.

Faculty in the Department bear a high teaching load, with tenure-track faculty teaching three classes per semester and non-tenure-track faculty teaching four classes per semester. Further, the Department has a large number of auxiliary and part-time teaching faculty. Data from student course evaluations and comments from students suggest that the Department's faculty are actively engaged in teaching and are very committed to their students. The Internal Review Committee commended the faculty, indicating that faculty members appear to be "passionate about student success." This commendation was echoed by the External Review Committee, who noted that "faculty members appear to be outstanding teachers." However, the External Review Committee noted that, unless and until more tenure-track faculty are hired, enrollment may be at maximum capacity considering issues of teaching quality and budget.

Research productivity is variable among the faculty and the External Review Committee noted that the overall number of scholarly works published in peer-reviewed, mainstream health education journals by the faculty as a whole is very limited. The record of external funding in the Department is also limited with very few external research dollars among Department faculty members. The Internal and External Review Committees suggested that limitations regarding overall departmental research productivity might be alleviated if teaching loads for tenure-track faculty are reduced and additional research-focused faculty members are hired. The External Review Committee also suggested that tenured/tenure-track faculty should focus on (a) building upon their common methodologies and theoretical approaches across individual content areas in order to engage in collaborative research endeavors, and (b) conducting research and publishing in top-tier journals. This will increase the probability of obtaining external funding, recruiting faculty, and attracting excellent students.

Students

Office of Business and Institutional Analysis (OBIA) data reveal that the Department currently serves 344 majors. This represents a 64% increase since 2006. Admission is required for all tracks. The External Review Committee noted that, given the increase in enrollment in recent years, admission standards might need to be revisited and increased. Scholarships and research/teaching assistant funding in the Department are limited. Because funding offered to prospective students is low, the External Review Committee expressed concerns about the Department's ability to recruit the best students, especially doctoral level students, from outside of Utah.

Although representation across undergraduate/graduate levels and across all emphasis areas was limited during informal discussion with review teams, students who did participate offered many positive comments and some areas of concern. Positive comments by students included: the applicability of course content to real world settings, the applied nature of

assignments/projects, assistance in finding good internships, focus on evidence based practices, and supportive faculty. Areas of concern noted by students included: scheduling courses during the middle of the day when many of the students are working, lack of clarity regarding master's program requirements (although the students did note that a recently distributed document will help to address this problem), lack of information regarding how to prepare for the CHES exam, some redundancy across courses, uneven teaching quality across courses, and limited awareness of and/or collaboration with relevant departments, programs, and initiatives across campus.

Curriculum

The Department utilizes tracking sheets that identify which courses are necessary to graduate with specialization in each of the undergraduate emphasis areas. However, the Internal and External Review Committees expressed several concerns related to the clarity and consistency of documents and course descriptions. In the response to the Internal and External Committee Reports, the Interim Department Chair indicated that, since writing the self-study, the Department has addressed many of the issues raised by (a) rewriting and posting the graduate handbooks for master's and doctoral degrees, (b) updating the Department website to increase clarity with regard to the application process, (c) reviewing and updating course descriptions to assist students in making choices among elective classes, and (d) redesigning the undergraduate Consumer emphasis.

In addition to issues related to clarity and consistency of documents and course descriptions, the Internal Review Committee noted that, given the large number of auxiliary faculty who teach courses for the Department, metrics should be developed and used in order to ensure consistency of content across instructors who teach the same course. Furthermore, the External Review Committee noted that while many classes are listed in the Department, not all classes are offered in a systematic rotation. In order to address these concerns, the Department is encouraged to ensure clarity and efficiency with regard to course offerings by developing a clear rotation schedule for all courses, reviewing the content/objectives of current courses for unnecessary overlap, and removing courses if they have not been taught in recent years.

Due to concerns regarding the ability to provide high quality mentoring, training, and experiences, the Department has not admitted new doctoral students for the last few years. The External Committee noted that the Department has recently made revisions to the PhD curriculum (e.g., allowing substitutions for prior coursework, utilizing a three article format for dissertations, etc.). These revisions should serve students well once additional tenure-track faculty members are hired and doctoral student admissions resume.

Diversity

According to the self-study, of the 5 tenured and tenure-track faculty, the Department includes 2 females and 1 underrepresented minority colleague in its ranks. Among the tenured/tenure-track faculty, three are tenured. There is a strong sense that increasing faculty diversity is an important goal for the Department and, in the response to the Internal and External

Committee Reports, the Interim Department Chair noted that the new faculty member that was hired after completion of the self-study is a female and expands upon the faculty diversity.

With respect to students, the Department reports 344 undergraduate majors (67% female) and 62 graduate students (75% female). The External Review Committee noted that, although many more women are enrolled as majors than men, the male/female ratio is consistent with national trends for the field. The Department reports that, in 2012, 16.2% of the undergraduate student population and 15.9% of the graduate population identified themselves as other than white. The Department noted ongoing efforts to recruit diverse students (e.g., recruitment activities at Salt Lake Community College, participation in diversity activities on campus) and stated that they are committed to expanding upon those efforts. The External Review Committee did note concerns regarding the geographical diversity of doctoral students (most are from Utah and many have degrees from the University of Utah) and stated that recruiting students outside of Utah might increase diversity as well as add new or different perspectives.

Program Effectiveness and Outcomes Assessment

The Department self-study provided limited information regarding program effectiveness and outcomes assessment. Although the self-study identified several strategies for assessing program effectiveness and outcomes and included some narrative regarding changes that have been made based on assessments, the actual data obtained from these strategies was either not clearly presented or was absent. The Internal Review Committee indicated that the new Director of Graduate Studies has a goal of moving toward a more systematic evaluation of program effectiveness and outcomes assessment.

The External Review Committee noted that undergraduate student graduation rates are strong for all programs and undergraduate Community Health Students perform well on the Certified Health Education Specialist exam. However, specific information regarding the number of students who declared a major/minor/emphasis area relative to the number of students who completed the major/minor/emphasis area was not provided in the self-study. Similarly, the number of students who took the Certified Health Education Specialist exam relative to the number of students who passed the exam was not included in the self-study.

Facilities and Resources

The Department noted that they are currently experiencing a positive budget. The positive budget situation is a result of multiple actions by the Department, including (a) hiring an accountant who was able to streamline processes and save costs, (b) increases in funding from SCH production, (c) not filling faculty lines after retirement and using those funds to hire auxiliary faculty, and (d) increasing teaching loads for tenured/tenure-track faculty.

As noted by the External Review Committee, external funding (research grants, interdisciplinary and community-based research training grants, etc.) is a significantly underutilized resource. Efforts to expand upon external funding will require a significant

investment in the short term as well as the development of a robust research environment within the Department and will require a full-time Department Chair who can bring the academic leadership and scholarship necessary to lead the Department. Developing a robust research environment will also require more tenure-track faculty members. The current budget can support only 6 tenure-track faculty members. The External Review Committee echoed the Department's view that a larger number of faculty members is needed to develop the types of collaborations that are needed in the current funding climate and to develop a robust research program.

The Department noted that staff support and office space is adequate for current needs. However, their ability to accommodate the space and support needs of new tenure-track faculty hires is uncertain. Although the Department has done an excellent job with the space that it has, the External Review Committee indicated that classroom space is inadequate to serve the number of students and the types of courses taught (especially as it relates to the emergency programs) and stated that "the issue of space needs attention if the program is to grow into a nationally recognized Department."

COMMENDATIONS

1. The Interim Chair is doing an excellent job with the administrative tasks related to Department management and has been praised at many levels for his efficiency and effectiveness in this regard.
2. Teaching appears to be excellent based upon input from students to review teams and in course evaluations. Students noted and appreciated the applicability of course content to real world settings, the applied nature of assignments/projects, assistance in finding good internships, the focus on evidence based practices, and a supportive faculty.
3. The recent hire of a tenure-track faculty member who is well trained in research and who was assigned responsibilities related to the pursuit of external funding demonstrates a concerted effort to promote a culture of research within the Department.
4. Successful efforts to increase student enrollment in the Department since the last review have helped with budgetary issues.
5. There is a strong sense among the Department's faculty that increasing student/faculty diversity is an important goal for the Department and data indicates that their efforts to date have been successful.

RECOMMENDATIONS

1. The Department, in cooperation with the Dean of the College of Health, should take concrete steps toward realizing the vision of a new building for the College so that (a) classroom space is adequate to serve the number of students and the types of courses taught, and (b) the physical space sends a positive message about the commitment of the University to health promotion and education.
2. The Department should conduct a national search for a Department Chair who is a recognized leader and scholar. In addition to bringing an outside perspective to the Department, a new Chair will enable the current Interim Chair to focus on the Emergency Medical Services program.
3. The Department should build the tenure-track faculty to 8-10 individuals with research training and promise for or demonstration of scholarship and funding. This will likely decrease the student-faculty ratio, reduce the dependence on auxiliary and part-time teaching faculty members, increase the diversity of the faculty, and increase research productivity.
4. The Department should lower the teaching load for faculty with research expectations and increase the teaching and/or service assignments for faculty members who are less productive in the area of research.
5. In order to assess program effectiveness and outcomes, the Department should develop and use metrics to gauge progress toward specified goals. The Department should consult the numerous tools available nationally and on campus in order to identify appropriate evaluation metrics.

Submitted by the Ad Hoc Committee of the Graduate Council:

Susan Johnston (Chair)
Professor, Department of Special Education

Robert Mayer
Professor, Department of Family and Consumer Studies

Heather C. Melton (Undergraduate Council)
Associate Professor, Department of Sociology

DEPARTMENT OF HEALTH PROMOTION AND EDUCATION

	2005	2006	2007	2008	2009	2010	2011
FACULTY: With Doctoral Degrees Including MFA and other terminal degrees							
Full Time Tenured Faculty	3	3	3	3	3	3	3
Full Time Tenure Track Faculty	2	2	0	0	1	1	1
Full Time Auxiliary Faculty	3	3	3	2	4	2	1
Part Time Auxiliary Faculty	2	1	2	2	4	2	4
With Masters Degrees							
Full Time Tenured Faculty	0	0	0	0	0	0	0
Full Time Tenure Track Faculty	0	0	0	0	0	0	0
Full Time Auxiliary Faculty	2	3	2	2	2	2	2
Part Time Auxiliary Faculty	1	0	1	1	1	1	0
With Bachelor Degrees							
Full Time Tenured Faculty	0	0	0	0	0	0	0
Full Time Tenure Track Faculty	0	0	0	0	0	0	0
Full Time Auxiliary Faculty	1	1	1	1	0	0	0
Part Time Auxiliary Faculty	0	0	0	0	0	0	0
Total Headcount Faculty							
Full Time Tenured Faculty	3	3	3	3	3	3	3
Full Time Tenure Track Faculty	2	2	0	0	1	1	1
Full Time Auxiliary Faculty	6	7	6	5	6	4	4
Part Time Auxiliary Faculty	3	1	3	3	5	3	4
FTE from A-1/S-11/Cost Study Definition							
Full-Time Salaried	13	13	14	11	14	17	17
Part-Time or Auxiliary Faculty	6	5	5	6	6	3	3

DEPARTMENT OF HEALTH PROMOTION AND EDUCATION

	2005	2006	2007	2008	2009	2010	2011
FTE from A-1/S-11/Cost Study Definition							
Teaching Assistants	0	2	2	1	2	2	3
Number of Graduates							
Bachelor's Degrees	67	106	95	102	77	95	106
Master's Degrees	5	9	7	7	12	15	8
Doctoral Degrees	4	4	3	10	6	4	1
Number of Students Based on Fall Third Week Semester Data							
Total Number of Undergraduate Majors	246	263	236	229	245	333	362
Total Number in Masters Program	18	27	17	19	28	29	31
Total Number in Doctoral Program	33	28	23	18	21	22	23
Total Department FTE	584	1,030	940	924	996	1,138	1,296
Total Department SCH	17,100	30,106	27,654	27,034	29,014	33,356	37,928
Cost Study Definitions							
Direct Instructional Expenditures	577,317	967,646	1,015,527	867,369	541,811	563,291	0
Cost Per Student Fte	2,939	2,544	3,848	2,836	3,225	2,489	0
Funding							
Appropriated Funds	1,276,071	1,187,782	1,255,747	1,216,343	1,167,123	1,393,803	1,583,881

Faculty Degrees represent total number of degrees awarded per faculty member

Full time faculty is >.75 fte

FTE Cost Study Definitions are the number of faculty FTE's supported by Appropriated Instructional Funding. Faculty with Administrative appointments are excluded.

Total Department FTE divides undergraduate sch by 15, graduate sch by 10

**Memorandum of Understanding
Department of Health Promotion and Education
Graduate Council Review 2012-13**

This memorandum of understanding is a summary of decisions reached at a wrap-up meeting on December 12, 2013, and concludes the Graduate Council Review of the Department of Health Promotion and Education. Vivian S. Lee, Senior Vice President for Health Sciences; Robin Marcus, Interim Dean of the College of Health; Les Chatelain, Interim Chair of the Department of Health Promotion and Education; David B. Kieda, Dean of the Graduate School; and Denise Haynie, Executive Secretary in the Graduate School, were present.

The discussion centered on but was not limited to the recommendations contained in the Graduate Council review completed on September 30, 2013. At the wrap-up meeting, the working group agreed to endorse the following actions:

Recommendation 1: The Department, in cooperation with the Dean of the College of Health, should take concrete steps toward realizing the vision of a new building for the College so that (a) classroom space is adequate to serve the number of students and the types of courses taught, and (b) the physical space sends a positive message about the commitment of the University to health promotion and education.

All parties are in agreement about the need for new space, if not a new facility, for the Department. Because this was also the number one recommendation for another department in the College of Health in their recent Graduate Council review, the Interim Dean and Chair expressed a sense of urgency and high priority for this recommendation. The quality and future viability of both programs hinge on improving physical facilities. The Sr. Vice President noted the convergence of the facility needs for both departments and stated that there is now an institutional priority to take action. The Graduate Dean encouraged the Interim Dean to work with department chairs and Facilities Planning to develop a plan during the next year, taking into consideration the strategic vision/direction of the Department over the next 5 to 10 years. There was agreement about this action and the Interim Dean noted that the strategic planning process is currently underway. Updates will be provided in subsequent progress reports to The Graduate School.

Recommendation 2: The Department should conduct a national search for a Department Chair who is a recognized leader and scholar. In addition to bringing an outside perspective to the Department, a new Chair will enable the current Interim Chair to focus on the Emergency Medical Services program.

According to the Chair, a search committee has been established and a search for a full-time Department Chair is being conducted and will be concluded this year (Spring 2014). The Department seeks the strongest candidate possible in terms of leadership and scholarship;

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however, due to budget constraints, financial support for this position is a large concern. The Sr. Vice President will consider intervening if salary once again becomes a deciding factor in attracting a top candidate and stated that there are opportunities for a new chair to define how the department will look in the future (with pending retirements and other impending changes). It was noted that the Department is in a unique position to reinvent itself in terms of increased collaboration between the College of Health and the health care delivery system, which would provide more funding opportunities for the Department in the form of more diverse funding sources, including clinical funding.

Recommendation 3: The Department should build the tenure-track faculty to 8-10 individuals with research training and promise for or demonstration of scholarship and funding. This will likely decrease the student-faculty ratio, reduce the dependence on auxiliary and part-time teaching faculty members, increase the diversity of the faculty, and increase research productivity.

Instead of building the tenure-track faculty to 8-10, the Interim Dean believes an increase of three tenure-track faculty over the next five years is feasible. The Chair reports making progress on this recommendation; by pooling scarce uncommitted resources, the Department was able to hire an assistant tenure-track professor last year. The longer-term plan is funding based, and the Interim Dean is considering four ways of increasing funding: hardening productivity money, increasing funds flow from clinical services (as discussed in Recommendation #2), proposing an increase in the base budget, and extramural funding. Regular progress reports addressing these efforts will be made to The Graduate School.

Recommendation 4: The Department should lower the teaching load for faculty with research expectations and increase the teaching and/or service assignments for faculty members who are less productive in the area of research.

To address this recommendation, the Chair and Interim Dean noted that a differential workload policy was instituted last year (college-wide). This has been useful to the Chair in attempting to deal effectively with the issue of lowering teaching loads for junior research active faculty and increasing them for those who are less productive. In addition, a policy regarding the quality of teaching is currently being created by the College Council, using the Center for Teaching and Learning Excellence (CTLE) as a resource. The Graduate Dean also encouraged the Chair to use the CTLE as a resource for faculty who need assistance with improving their teaching. The quality of teaching is a primary concern for all parties. The Chair also depends on the 5-year tenure review, which was cited as a useful and effective process for the evaluation of teaching as well as research productivity.

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Recommendation 5: In order to assess program effectiveness and outcomes, the Department should develop and use metrics to gauge progress toward specified goals. The Department should consult the numerous tools available nationally and on campus in order to identify appropriate evaluation metrics.

The Chair reported that this task has partially been assigned to the Graduate and Undergraduate Committees to address this year (2013-14). The original exit survey sent to all graduating students has already been redesigned and it is the Chair's intention to continue to make progress on this recommendation. The Chair will consult with the Office of Budget and Institutional Analysis (OBIA) for assistance with data on graduation rates, and although this has not proven effective in the past, clarification of the definition of a major could help in honing the data. The Interim Dean noted a need to define the metrics currently being used in order to make effective changes. The Chair will work with his committees and OBIA to accomplish this and will report progress in the regular follow-up reports to The Graduate School. At the graduate level, the Chair reports having improved the Department Website and revising guidelines for master's/PhD students. To improve communication, as well as tracking of graduate student progress and graduation rates, the Graduate Dean suggested regular town hall meetings and seminar/colloquia. Interim Dean Marcus noted the need for substantial financial resources for the Department to attract and retain PhD students and to improve PhD completion rates. The Graduate School, as mandated by the Northwest Commission on Colleges and Universities, will be stepping up its efforts to track progress on all departments' assessment of program effectiveness and outcomes now through 2015.

This memorandum of understanding is to be followed by regular letters of progress from the Chair of the Department of Health Promotion and Education to the Dean of the Graduate School. Letters will be submitted until all of the actions described in the preceding paragraphs have been completed.

Vivian S. Lee
Robin Marcus
Les Chatelain
David B. Kieda



David B. Kieda
Dean, The Graduate School
February 27, 2014