



July 30, 2015

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

RE: Graduate Council Review
Division of Nutrition

Dear Vice President Lee:

Enclosed is the Graduate Council's review of the Division of Nutrition. Included in this review packet are the report prepared by the Graduate Council, the Division 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: Julie M. Metos, Chair, Division of Nutrition
David H. Perrin, Dean, College of Health

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The Graduate School – The University of Utah

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

February 23, 2015

The Graduate Council has completed its review of the **Division of Nutrition**. The External Review Committee included:

Richard Bruno, PhD, RD
Human Nutrition Program Leader
Department of Human Sciences
The Ohio State University

JoAnn S. Carson, PhD, RD, LD
Program Director, Department of Clinical Nutrition
University of Texas Southwestern Medical Center

Stella Volpe, PhD, RD, LDN, FACSM (Committee Chair)
Professor and Chair, Department of Nutrition Sciences
Drexel University

The Internal Review Committee of the University of Utah included:

Charles H. Atwood, PhD
Professor
Department of Chemistry

Patricia A. Murphy, DrPH
Annette Poulson Cumming Presidential Endowed Chair
Professor
College of Nursing

Lina Svedin, PhD
Associate Professor
Department of Political Science

This report of the Graduate Council is based on the self-study submitted by the Division of Nutrition (which includes previous Graduate Council review documentation), the reports of the External Review Committee and Internal Review Committee, and the letter of January 13, 2015, written jointly by the Interim Division Chair and the Dean of the College of Health.

DEPARTMENT PROFILE

Program Overview

The Division of Nutrition is situated within the College of Health as one of seven units. Its stated mission is to train the next generation of nutrition professionals, to expand knowledge through research and discovery, to provide food and nutrition education to students across campus, and to engage the community in sustainable efforts to provide healthful food and improve quality of life.

This mission is met, but expansion could enhance this Division considerably. According to OBIA figures, there are currently 4 full-time tenure-track faculty, 1 part-time tenure-track faculty, 8 full-time career-line faculty and 5 part-time career-line faculty in the Division. The self-study includes a clear strategic plan. The strategic plan includes several ambitious goals for the expansion of current programs. Identifying financial, human, and physical resources to enable the planned expansion is the key current challenge. This challenge is necessarily embedded within the current ongoing restructuring in the College. It is unclear what configuration the Division will take and to what extent the restructuring will reshape the Division's identity and/or its prominence in training clinical nutritionists.

The Division offers two graduate programs at the master's level: 1) the accredited Coordinated Master's Program in Nutrition and Dietetics (CMP), which trains registered dietitians and admits 13-15 students per year; and 2) the Nutrition Science Program (NSP), which trains students for positions in industry, academia, government health agencies, and further graduate education and admits approximately 2 students per year. The Division also offers an undergraduate minor in Nutrition.

The Division Interim Chair is an assistant professor who is valued by her colleagues and who has had the tenure clock stopped during the time she is serving in this capacity.

The previous Graduate Council Review in 2006 produced a number of commendations and recommendations. One commendation observed that the Division had the promise for growth and development, possibly including the development of a research-based PhD program. In 2015, the Division continues to hold the promise for growth and development and continues to discuss the development of a PhD program. Some of the 2006 recommendations were or are being addressed. The Division was in need of additional tenure-track faculty lines, as it had been since the 1997 review. One line has now been added with another shared line in process. The Division was encouraged to explore a merger with the Department of Exercise and Sport Science. The Division pursued this possibility but concluded that such a merger would not be beneficial and would not conserve College resources. In 2006, the Division was admonished to work with the College to resolve facility issues. The Foods Laboratory has since been remodeled, as was space in HPER West. The Division was encouraged to continue participation in efforts to promote interdisciplinary connections within the College, including efforts to produce extramural funding. Division faculty members subsequently have been involved in funded interdisciplinary research. The Division also enhanced its scholarship and RA support in response to the Graduate Council Review. Finally, the Division merged its nutrition clinic with the PEAK clinic to more efficiently provide diet consultations and nutrition education to clients.

According to the external and internal reviewer reports, the Division of Nutrition is a small but productive and well-functioning unit that responded positively to the past review, is not currently experiencing serious problems, and has recently engaged in serious strategic planning. According to the current strategic plan, the top goal for the Division is to develop a PhD program. The Interim Chair and Dean have responded to the external review and are addressing the issues raised in the context of current College restructuring. This College restructuring is an important feature of the context the Division faces.

Faculty

The Division consists of 4 full-time tenure-line faculty, 1 part-time tenure-line faculty, 8 full-time career-line faculty and 5 part-time career-line faculty according to the OBIA numbers included in the self-study.

The tenure-line faculty members are active and productive in teaching, research, and service. They teach undergraduate and graduate courses, serve on graduate committees, and teach courses for students beyond the Division. The Division provides courses to meet undergraduate, pre-nursing and pharmacy requirements and electives. Some faculty also teach courses in other departments, according to the internal review report. Teaching evaluations are strong. Faculty participate in interdisciplinary research, some of which has been funded. According to the self-study, this funding is declining. Faculty provide service to the University, profession, and community. They contribute to an astounding average of 27 events per year such as media interviews on nutrition, community lectures, classes for high school groups, and Bennion Center partnerships.

The tenure-line faculty appear to be stretched quite thin, as is perhaps most evident from the fact that the Interim Chair is an assistant professor. Currently, some uncertainty about the future makes resource allocation decisions difficult. In particular, faculty have a strong clinical/professional identity with a commitment to training professionals, but these activities inhibit faculty from devoting more time to research. As the internal review report notes, "The lack of tenure-line faculty with sufficient time for research hinders the Division's stated goals to develop a PhD program in nutrition."

Students

The self-study report shows that 29 graduate students were enrolled in 2013. The program is quite selective; only about one-third of applicants are typically admitted. Further, entering graduate students are varied in their academic backgrounds and have solid GPAs. All are funded to some extent as TAs and RAs. Nearly all complete their programs within two years. The graduate students report very positive advising, mentoring, classroom learning, networking, and professional socialization experiences. Graduate students value the link with sports nutrition as well.

The Division does not offer an undergraduate major, but there are approximately 300 undergraduate minors. The most prevalent majors among these students are Exercise and Sport Science, Health Promotion and Education, Pre-Nursing, Biology, and Chemistry.

Faculty resources are devoted to recruiting and graduate student advising. A staff person advises the undergraduate nutrition minors.

Curriculum and Programs of Study

The Division of Nutrition offers two professional master's degrees: (1) the Coordinated Master's Program in Nutrition and Dietetics (CMP) and (2) the Nutrition Science Program (NSP). An undergraduate minor in Nutrition is offered to provide credible nutrition knowledge to health professionals and create interest in the field of nutrition as a

career choice. In addition to the two master's programs and the undergraduate minor, the Division offers courses that meet undergraduate, pre-nursing and pharmacy requirements and electives. A major is under development with the Division of Public Health. That major will include a nutrition track.

The curricula for the two master's programs are clearly described in Division documents that lay out courses students should take for each semester as they proceed through the programs and clarify areas of concentration students may pursue. These curricula appear to be well-designed to accomplish the program purposes. Students are placed in clinical settings that provide opportunities for professional clinical training. Professional preceptors in these settings provide clinical supervision.

Diversity

Of the 4 full time tenure-line faculty, two are men and two are women; one has a stated ethnic minority status. Career-line faculty are all women with no stated minority status. Of 12 instructors, 3 are men and 9 are women; two contribute to racial/ethnic diversity. This general predominance of white female faculty members is consistent with the profession as a whole, but the Division clearly lacks diversity. In spite of reasonable efforts, the Division has not successfully developed a diverse applicant pool. The Division is concerned about the lack of faculty diversity and is working with the Dean to participate in the Council of Academic Deans diversity incentive plan.

Students in the program are 98% white and female. The graduate student population is nationally diverse in scope, but there is not a solid international population of students. According to the internal review report, faculty reported difficulty in recruiting students who are diverse in terms of race and ethnicity.

Program Effectiveness and Outcomes Assessment

The Division has identified expected learning outcomes for its graduate programs. As the Division is accredited by the Accreditation Council for Nutrition and Dietetics, learning outcomes are consistent with those required by that body. Assessment is accomplished in several ways. In addition to University of Utah course feedback, the Division uses an annual alumni survey, a structured interview with graduating students, an employer survey, an examination of pass rates for the Registered Dietitian exam, and evaluations by clinical preceptors. The Division reports a high first-time pass rate for graduates taking the Registered Dietitian exam (approximately 90%). Graduates are employed at a high rate and, in general, employers provide positive feedback.

The self-study reports that the Division uses the assessment feedback to update the curriculum. Further, an advisory committee is now being formed so that preceptors and employers can meet with faculty to provide advice on curriculum.

Facilities and Resources

The Division of Nutrition is located in HPER North. Facilities generally appear to be adequate. Offices and classrooms are serviceable. The internal review report points out that there are cooking and lab facilities and that "All of these facilities were modern and well appointed." On the other hand, some classrooms that are shared in buildings other than HPER lack audio capability, making it impossible for faculty to share media that include an audio component. The internal review report finds that a staff member is doing advising through a window or with students seated next to her facing her computer, neither of which adequately encourages conversation. That report raises a concern that FERPA regulations may be violated due to lack of privacy. It also says that space is being renovated to address this concern.

COMMENDATIONS

1. The Division has marshalled the available resources to meet its mission by providing quality teaching, research and service.
2. The morale of the Division is high by all accounts.
3. The Division is working closely with the College to pursue possible future scenarios as it responds to issues raised during this review.
4. The Division of Nutrition has designed valuable learning outcomes and implemented extensive outcomes assessment.

RECOMMENDATIONS

1. In collaboration with the Dean, determine an immediate route to positioning a permanent chair in the Division.
2. Evaluate the feasibility of establishing a doctoral program. It appears that the resources to establish a program in Nutrition will not be available in the foreseeable future unless collaboration with the Dean results in a number of additional tenure-line faculty. The more feasible route, then, may be to continue to pursue a joint program with another unit. Once the configuration of the doctoral program and the structure of the Division are determined, plans for additional tenure-line faculty need to be developed.
3. Incorporate diversity more strongly into all hiring and recruiting efforts.
4. Provide stronger support for the research enterprise. This likely entails faculty lines to alleviate PhD-level faculty loads, continuing to encourage graduate student research, and assuring reward structures in order to encourage research.
5. Prioritize recommendations made in the internal and external review reports and develop plans to address the most important issues.

Submitted by the Ad Hoc Committee of the Graduate Council:

Connie Bullis (Chair)
Professor, Department of Communication

Robert N. Mayer
Professor, Department of Family and Consumer Studies

Vanessa Stevens
Research Assistant Professor, Department of Pharmacotherapy

Division of Nutrition

2007-08 2008-09 2009-10 2010-11 2011-12 2012-13 2013-2014

FACULTY: With Doctoral Degrees Including MFA and other terminal degrees

Full Time Tenured Faculty	2	2	2	2	2	1	1
Full Time Tenure Track	1	1	1	1	1	3	3
Full Time Career-Line/Adjunct	4	4	3	4	4	3	3
Part Time Tenure/Tenure Track	0	0	0	0	0	1	1
Part Time Career-Line/Adjunct	1	2	3	1	1	1	1

With Masters Degrees

Full Time Tenured Faculty	0	0	0	0	0	0	0
Full Time Tenure Track	0	0	0	0	0	0	0
Full Time Career-Line/Adjunct	2	2	3	3	3	3	5
Part Time Tenure/Tenure Track	0	0	0	0	0	0	0
Part Time Career-Line/Adjunct	3	5	5	4	6	5	3

With Bachelor Degrees

Full Time Tenured Faculty	0	0	0	0	0	0	0
Full Time Tenure Track	0	0	0	0	0	0	0
Full Time Career-Line/Adjunct	0	0	0	0	0	0	0
Part Time Tenure/Tenure Track	0	0	0	0	0	0	0
Part Time Career-Line/Adjunct	0	0	0	0	0	1	1

Total Headcount Faculty

Full Time Tenured Faculty	2	2	2	2	2	1	1
Full Time Tenure Track	1	1	1	1	1	3	3
Full Time Career-Line/Adjunct	6	6	6	7	7	6	8
Part Time Tenure/Tenure Track	0	0	0	0	0	1	1
Part Time Career-Line/Adjunct	4	7	8	5	7	7	5

FTE from A-1/S-11/Cost Study Definition

Full-Time Salaried	9	7	7	8	9	11	9	11
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Division of Nutrition

2007-08 2008-09 2009-10 2010-11 2011-12 2012-13 2013-2014

FTE from A-1/S-11/Cost Study Definition

Part-Time or Career-Line/Adjunct	3	3	4	2	3	4	4
Teaching Assistants	0	0	0	0	0	1	0

Number of Graduates

Master's Degrees	16	11	16	14	15	18	10
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Number of Students Based on Fall Third Week Semester Data

Enrolled in Masters Program	34	34	31	29	29	30	30
Department FTE Undergrad	217	216	238	262	302	334	327
Department FTE Graduate	36	37	40	39	41	40	42
Department SCH Undergrad	6,502	6,477	7,144	7,857	9,052	10,023	9,806
Department SCH Graduate	730	743	795	776	811	801	836
Undergraduate FTE per Total Faculty FTE	18	20	20	22	22	26	22
Graduate FTE per Total Faculty FTE	3	3	3	3	3	3	3

Cost Study Definitions

Direct Instructional Expenditures	1,061,092	1,074,147	1,079,459	1,094,238	1,233,928	1,366,182	1,434,752
Cost Per Student FTE	4,190	4,245	3,885	3,639	3,605	3,651	3,892

Funding

Total Grants	101,006	96,143	102,954	45,244	22,372	2,717	14,109
Appropriated Funds	775,114	869,285	883,383	1,064,190	1,196,231	1,336,528	1,448,615
Teaching Grants	0	0	0	0	0	0	0



**Memorandum of Understanding
Division of Nutrition
Graduate Council Review 2014-15**

This memorandum of understanding is a summary of decisions reached at a wrap-up meeting on May 21, 2015, and concludes the Graduate Council Review of the Division of Nutrition. Carrie L. Byington, Vice Dean for Academic Affairs/Faculty Development in the School of Medicine; David H. Perrin, Dean of the College of Health; Julie M. Metos, Chair of the Division of Nutrition; David B. Kieda, Dean of The Graduate School; and Donna M. White, Associate Dean of The Graduate School, were present.

The discussion centered on but was not limited to the recommendations contained in the review summary report presented to the Graduate Council on February 23, 2015. At the wrap-up meeting, the working group agreed to endorse the following actions:

Recommendation 1: In collaboration with the Dean, determine an immediate route to positioning a permanent chair in the Division.

Since the review took place, the College of Health has undergone a major realignment (pending final approval by the Board of Regents in July). According to the newly aligned College plan, the Division of Nutrition will merge with a portion of the Exercise and Sport Science Department to become the Department of Nutrition and Integrative Physiology. A search for a chair for the newly combined department has been launched and it is hoped that the new chair will be in place by January 2016.

Recommendation 2: Evaluate the feasibility of establishing a doctoral program. It appears that the resources to establish a program in Nutrition will not be available in the foreseeable future unless collaboration with the Dean results in a number of additional tenure-line faculty. The more feasible route, then, may be to continue to pursue a joint program with another unit. Once the configuration of the doctoral program and the structure of the Division are determined, plans for additional tenure-line faculty need to be developed.

The Dean and Chair reported that progress has also been made on this recommendation. There is a strategic plan to fast track the creation of a PhD, beginning with a faculty and staff retreat in Fall 2015. Different groups in the newly formed Department of Nutrition and Integrative Physiology will work with existing curriculum as well as create new curriculum for the development of a PhD degree program. A combined degree, with the portion of the Exercise and Sport Science Department that will be housed in the new department, will also be considered. The Graduate Dean advocated for looking to the future to plan for resource sustainability, and it was suggested that bringing an external consultant to campus to provide guidance on the design of the PhD degree would be wise. In terms of resources, the combined programs will free up some faculty lines for new hires. Additional lab spaces at the VA and/or in Health Sciences

might be available, depending on the research profiles of the new faculty hires. Vice Dean Carrie Byington (sitting in for Vivian Lee) also mentioned new lab spaces being developed by the Center for Clinical and Translational Science (CCTS) in Research Park, as well as Robin Marcus in Physical Therapy developing a new space that might also be a possibility for use by new faculty and PhD student researchers. It was noted that there is growing demand for PhD practitioners as the area of Population Sciences grows and develops. The Dean has created a new Office of Research in the College of Health that will serve as a support resource for faculty grant preparation and submission. Regular updates on the progress being made on the PhD in the new Department of Nutrition and Integrative Physiology will be submitted to The Graduate School.

Recommendation 3: Incorporate diversity more strongly into all hiring and recruiting efforts.

The Chair noted that diversity is always considered in recruitment and hiring efforts and that there is international diversity in the current pool for the new chair hire. The new chair will work with the Dean of the College of Health to address this recommendation. Vice Dean Byington will refer American Indian students from the Native American Research Internship program to the new department, and the department is also collaborating with the Honors College's Pre-Health Professions Living and Learning Communities to market the programs in Nutrition. The incoming chair will be referred to Ana Maria Lopez, Vice President for Inclusion, as a resource. It was suggested that an application to the WICHE program could be a good resource to attract regional candidates from underrepresented backgrounds. The Division of Nutrition has made ongoing student recruitment efforts through The Graduate School's Diversity Office and will continue to do so.

Recommendation 4: Provide stronger support for the research enterprise. This likely entails faculty lines to alleviate PhD-level faculty loads, continuing to encourage graduate student research, and assuring reward structures in order to encourage research.

More faculty lines are needed to increase research in the new department (additional faculty hires are mentioned in Recommendation 2). The new PhD program will provide stronger support for the research enterprise of the department. The Dean noted that it is now a strategy of the College of Health to partner with the Transformative Excellence Program to share faculty hires with Health Sciences in three key areas: Diabetes and Metabolism Center, Population Health, and Psychiatry and Behavior. The College is committed to providing resources for grant preparation and administration.

Vice Dean Byington advocated for partnering with clinicians and/or physicians to be more aggressive in seeking external grant support. Kalani Rafael, a faculty member in CCTS, and others were mentioned as potential co-PIs. Vice Dean Byington also encourages the new chair and other faculty members to attend monthly Patient-Centered Outcomes Research Institute (PCORI) interest group meetings on grant

Memorandum of Understanding
Division of Nutrition
2014-15 Graduate Council Review
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preparation held in Health Sciences. It was mentioned that there will be a "cultural transition" from the Division of Nutrition, with so much focus on teaching, to the culture of an intensified research enterprise that will be part of the new department and PhD program. Again, partnerships with clinicians and/or physicians, along with support from the College's new Office of Associate Dean for Research, were suggested to help existing faculty members adjust to the new expectations and to support new research faculty.

Recommendation 5: Prioritize recommendations made in the internal and external review reports and develop plans to address the most important issues.

The realignment of the College of Health offers numerous opportunities in relationship to the recommendations made in the internal and external review reports. According to the Chair and Dean's response, each of the prior four recommendations is addressed in the Division's strategic plan and are prioritized as listed. More planning will continue as the Division prepares to become a department and hire a new chair. Until the chair is in place, definite plans for the future are necessarily on hold.

One important issue that was mentioned in the review reports but was not included in these recommendations is the development of an undergraduate program. The current, very large minor program (300 students), plus the fact that the minor is already offering most of the course work necessary for a major, has the Division of Nutrition (soon to become a department) seriously considering the development of an undergraduate major in Nutrition as one of its highest priorities. All parties in attendance were supportive of this initiative since there is a need for expertise in Nutrition in many areas. In addition, there would be numerous options available for students with undergraduate degrees in Nutrition, such as applying to pharmacy or medical school, among other options.

This memorandum of understanding is to be followed by regular letters of progress from the Chair of the Division of Nutrition to the Dean of The Graduate School. Letters will be submitted until all of the actions described in the preceding paragraphs have been completed. In addition, a three-year follow-up meeting will be scheduled during AY 2017-18 to discuss progress made in addressing the review recommendations.



Vivian S. Lee
David H. Perrin
Julie M. Metos
David B. Kieda
Donna M. White

David B. Kieda
Dean, The Graduate School
July 30, 2015