UCC Program Review Committee summary of review

Program – Human and Consumer Sciences

This program includes the following degrees, minors, and certificates:

- B.S.H.C.S. Family and Consumer-Teaching Major
- B.S.H.C.S. Family and Consumer-Community Leadership Major
- B.S.H.C.S. Restaurant, Hotel, and Tourism Major
- B.S.H.C.S. Retail Merchandising and Fashion Product Development Major
- B.A.H.C.S. Customer Service Major
- Customer Service Minor
- Retail Merchandising and Fashion Product Development Minor
- M.S.H.C.S. Apparel, Textiles, and Merchandising

Recommendation

This program was found to be currently viable but is liable to be in-jeopardy, see report that follows for commendations, concerns, and recommendations.

The UCC Program Review Committee recommends to UCC that this program is re-reviewed in three years, AY 2021 (fall 2020). Specifically, the review will concentrate on the Group I faculty and the viability of the degrees offered by this department. The department will report on the changes that have occurred since this review to address the concerns about the long term stability of the tenured faculty and its ability to deliver all these degree programs. Following the recommendation of Graduate Council, enrollment to the graduate program should not be suspended.

Date of last review – AY 2005

Date of this review – AY 2016 – delayed until AY2017

This review has been sent to program director and the dean. Their comments are attached.

This review has been sent to Graduate Council. Their comments are as follows:

“Graduate Council supports the recommendations of the report. One area where Graduate Council disagreed was taking a hiatus in the graduate program. Based on discussions with faculty/administrators from the college of Education, Graduate Council feels that this hiatus would be disruptive to new initiatives proposed by the program. These programs are ready to start and have the possibility of significantly increasing the graduate student population in this program thus alleviating some of the concerns.”
Human and Consumer Sciences  
Program Review  
February 10, 2017  

Committee Members: C. Scott Smith (Music, OU-Athens), Candice Thomas-Maddox (Communication Studies, OU-Lancaster), Kevin Uhalde (History, OU-Athens), Deborah Wooldridge (FCS, BGSU)

Executive Summary
After reviewing the self-study and spending two days with the different constituencies of the program, this committee believes that HCS is viable with concerns that the program will soon be in jeopardy. This finding reflects our concern over: a) the retention and successful advancement of recently hired G1 faculty, b) the present viability of the graduate program, and c) the ongoing lack of stable leadership since 2012.

Commendations
The Department of Human and Family Sciences is commended for:

- Highly committed, competent, and energetic Group 2 and Group 3 faculty and two successful recent G1 hires.
- New facilities in renovated McCracken Hall, adequate resources for faculty (technology and research development), financial support for graduate education (three GAs and one GRS), and well-organized advising by student affairs.
- Strong undergraduate curricula, extracurricular opportunities and activities, and mechanisms to facilitate student success
- Programs that have recently passed or are in the process of re-accreditation.

Concerns
The committee was disappointed not to meet with Dean Middleton. Many concerns listed below have been discussed at the college level and we would have liked to have heard her perspective. Also, we would have liked to have heard her long-term plan for how HCS fits within Patton College’s mission. Our concerns include:

- Lack of effective leadership within the department and ineffective responses at the college level to resolve this apparent problem.
- Prolonged, high turnover and interpersonal conflicts among G1 faculty continue to negatively affect productivity and morale among all faculty, staff, and graduate students.
- Excessive departmental and college service demands on untenured G1 and G2 faculty.
- The graduate program appears to be in jeopardy.
- Insufficient communication and support for G3 faculty, especially at start of semesters (parking permits, enrollments).

Recommendations
The committee recommends the following:

- Consider a G2 or an outside (OU or external) chair appointment for at least 2-3 years tasked with revising governance (including committee structures), personnel (including P&T and workload documents), and budgetary procedures.
- Hiatus on existing graduate program (admit no more students) and launching new programs until adequate staffing and program review.
Better support for G3 faculty at start of semesters and advising of graduate students within the department.

Program Review
General Program Summary
We commend the program for preparing a thorough and lucid self-study. The committee’s report will highlight areas of specific commendation or concern. There are four programs in the department: Customer Service, Retail Merchandising and Fashion Product Development (RMFPD), Restaurant, Hotel and Tourism (RHT), Family Consumer Sciences Education (FCS), which has a Teaching track and a Community Leadership track. There is an active master program in Apparel, Textiles, and Merchandising (ATM) and an approved graduate program in RHT that has not yet launched. Currently there are approximately 264 undergraduate majors in the different programs and two graduate students. The program also offers T2 General Education courses that serve the general student body. Its G1 faculty are active in research and all faculty engage in undergraduate education.

Faculty Profile
The current faculty breakdown is as follows:

Retail Merchandising and Fashion Product Development
- Three (3) faculty members
  - Two (2) female Group I tenure-track associate professors from Asia
  - One (1) Caucasian female Group II non-tenure track lecturer from the United States

Restaurant Hotel and Tourism
- Three (3) faculty members
  - One (1) female Asian-American Group I tenure-track associate professor (also serves as interim department chair)
  - One (1) female Group I tenure-track assistant professor from Asia
  - One (1) Hispanic male Group II non-tenure track lecturer from the United States

Customer Service
- One (1) Group II non-tenure track lecturer who is a Caucasian female from the United States

Family Consumer Sciences Education
- One (1) Group II non-tenure track associate lecturer who is a Caucasian female from the United States

Faculty diversity is a strength within the Department of Human and Consumer Science. Students have the potential to gain insight from a variety of perspectives. In addition, this diversity could be beneficial in future recruitment efforts of both new faculty and students.
Governance
HCS has had only acting and interim chairs since fall 2012. The current and previous acting chairs have been untenured faculty members. G1 and G2 faculty elected the current interim chair last summer. There is a widely recognized need for a tenured faculty member with a multi-year appointment to serve as chair. The only other governance structure we identified were program coordinators, all of whom are currently G2 faculty members. We strongly recommend a review of governance structures and procedures. Given the unique structure of the program, notably the experience and importance of non-tenure-track faculty to the department’s mission, we further recommend that revised structures and procedures be inclusive of all core faculty.

Curriculum
The undergraduate curricula are strong and vibrant. Faculty and students have clear and specific ideas for courses that could be developed to improve the overall experience within individual programs. For example, Customer Service might benefit from courses in leadership and consumer behavior; the Community Leadership track within FCS might be enriched to be on par with the Education Training track. We recommend introducing governance structures, if they do not exist, to facilitate the smooth development of innovations and improvements to the curriculum.

The graduate curriculum, however, does not appear to be the same in practice as in the catalog. Currently only the ATM master degree is offered but not all of the courses listed are offered to enrolled students. Moreover, in practice the program appears to rely heavily on independent studies within the department and coursework outside the department. This is a serious issue that pertains both to curriculum and to faculty staffing. Two students are currently enrolled and applications have been received for AY2018. We recommend, however, that the ATM program be suspended pending a review of curricular and staffing resources.

Teaching
Faculty teaching load expectations align with those proposed in the Ohio University Faculty Handbook. G1 faculty are expected to fulfill a 3/2 (15 credit hours per academic year) teaching load. First-year faculty should be granted a course reduction for scholarship productivity however, this did not occur for Dr. Hyeyoon Choi in 2015-2016. G2 faculty are expected to teach a 4/4 course load (24 hours per academic year). Currently, all four G2 faculty serve as Program Coordinators for the various majors in the program. In addition, G2 faculty serve as the faculty advisors for student organizations within the Department, as well as serving/chairing faculty search committees and on various College committees.

The majority of credit hours are currently taught by G2 and G3 faculty (as much as six times the number of hours since 2010), despite the limited number of graduate classes that are required given the limited number of graduate course offerings.

Research
The Group I faculty research appears appropriate. For example, one first-year G1 faculty person last year won a competitive award for a summer stipend, while teaching a full-load of courses and performing extraordinary service at the department, college, and university level. Other G1 faculty appear to publish regularly and actively attend national and international conferences.
**Students**
The undergraduate students are very enthusiastic. They like the flexibility and interdisciplinary of the programs. Participants in the college’s honors program were particularly enthusiastic. They have a strong desire for more practical training (e.g. Excel and industry-level software), which may also entail curricular and resource concerns.

Currently, there are only two graduate students, who have needed to piece together coursework from a variety of graduate and undergraduate courses, independent studies, and instruction from faculty outside of the G1 faculty in their program.

**Adequacy of Resources**
Overall resources are adequate. Facilities are consolidated now within the newly and thoroughly renovated McCracken Hall. G1 faculty have support for technology and research / conference travel. We heard concern about adequate budgetary resources for the FCS Education program. Student Affairs provide energetic advising and have a system of liaisons with different programs within the department. However, we did hear from both undergraduate and graduate students about misinformation or inadequate information that affected their course selection and/or progress toward graduation. This may be an intrinsic feature to professional advising that supports a variety of programs and departments. There is a need for more support to improve systematic marketing and recruitment efforts within the university and at secondary schools, especially where that entails travel expenses for faculty representing the program.
To: Dr. David Ingram, Chair
7-Year Program Review Committee
Of University Curriculum Committee

Dear Dr. Ingram,

I would like to thank the committee members for their time and expertise. I appreciate the committee’s commendations, concerns, and recommendations. The committee’s input is valuable to our department as we strive to improve and grow. I became very familiar with our faculty’s teaching, research, and service assignments while I had been working on the re-accreditation self-study for the American Association of Family and Consumer Sciences.

In addressing the committee’s review, I feel there is a need for clarification and explanation of some of these issues. A presentation of steps that the department as a whole has taken in addressing them in the past seven months is necessary. Therefore, the following text is oriented toward achieving these goals.

The Committee’s Concerns

1. Excessive departmental and college service demands on untenured G1 and G2 faculty ("Review," p.1). G2 faculty are expected to teach a 4/4 course load (24 hours per academic year). Currently, all four G2 faculty serve as Program Coordinators for the various majors in the program. In addition, G2 faculty serve as the faculty advisors for student organizations within the Department, as well as serving/chairing faculty search committees and on various College committees ("Review,” p. 4).

The current service load in the department for Group I faculty is approximately 10%. Data show that each Group I faculty member serves 2 college-level committees voluntarily. Some of these committees meet once a month while others meet less frequently. Two of them serve a faculty search committee while the third Group I faculty member does not engage in any faculty search activity. A Graduate Program Committee, which includes all Group I faculty, was set up at the start of fall 2016-2017. However the committee has had two meetings only in the past seven months. Two of these faculty members receive a 3-credit hour course release while one receives a 2-credit hour course release this academic year.

The current service load in the department for Group II faculty is 20%. Each Group II faculty member has volunteered to serve 2-3 college-level committees. All of them serve on the departmental faculty search committees. The department has conducted two searches this academic year. Their roles as Program Coordinator are not part of their “20% service load”
as required by the university. Program coordinators in the department at this moment are mainly responsible for making teaching assignment recommendations to the department chair, responding to students’ issues if students need help from the program-level, and allocating human resources to recruitment events organized by the college. They are compensated with extra benefits, i.e., a course release or a stipend of $5,000.

Each program coordinator, for both the hospitality and RFPD programs, teaches a full load (4+4) and has chosen to be compensated with a stipend for their work this academic year. The most recent statistics from the Office of the Dean show that the ratio between student and faculty for the hospitality program is 19 while that for the Retail, Fashion, and Product Development is 26. Each one of these program coordinators voluntarily advises one program-specific student organization to fulfill their service requirement. The Group II faculty, who also serve as Program Coordinator, for Customer Service and Family and Consumer Sciences Education programs do not advise students at all. Each of them is given three-course releases this year to fulfill their service requirement, a large amount of which, as outlined in their contracts, is program growth. Currently the ratio between student and faculty for Customer Service is 19 while that for Family and Consumer Sciences is 3.

In summary, recent statistics show that currently none of the faculty are “overloaded” with service requirements. However, I do recognize that some of the service tasks are very challenging. For instance, the Family and Consumer Science program currently has three majors only. To increase the enrollment in a short time period demands an entrepreneurial spirit, lots of hard work, a sound plan, and aggressive recruitment activities. It’s important to mention that since August 2016, the department has carried two major tasks almost simultaneously: the 7-year review, and re-accreditation by the American Association of Family and Consumer Sciences. All faculty members have been required to participate in these projects. They have been asked to provide personnel data, instructional assignments, syllabi, and assessment of course outcomes. Program coordinators were also asked to help answer and verify some program specific assessment questions. The 7-year review site visit was completed on Feb. 10th and the final self-study report was completed and submitted to the American Association of Family and Consumer Sciences on Feb. 24th. With these two projects put behind us, I am confident that the felt “service load” is now much lighter.

2. **Prolonged, high turnover and interpersonal conflicts among G1 faculty continue to negatively affect productivity and morale among all faculty, staff, and graduate students (“Review,” p. 1).**

This statement is not completely accurate. My observation in the past two and half
years, as both a faculty member and the department chair, show that factors such as autocratic leadership style, ignorance of university and college policies, lack of cultural understanding, and self-interest are the main courses for low productivity and morale.

I have been actively working to make changes since I was elected as the Interim Department Chair. For instance, at the Faculty Retreat on Feb 24, two managers from Human Resources were invited to share OU employment policies and conduct a Q & A session; several team building activities were conducted by external experts to build mutual understanding and rapport among faculty. Participating faculty, including all Group I faculty and two Group II faculty members, opened up, teamed up, and worked together happily and collegially. I am confident this was the first step to the development of a collegial workplace.

3. **Insufficient communication and support for G3 faculty, especially at start of semesters (parking permits, enrollments)** (“Review,” p. 1).

I have asked the Administrative Specialist to put this on the department’s new faculty orientation agenda. I’d like to point out that the department has viewed Group III faculty as valuable resources. They are invited to attend the department’s annual advisory board meeting. Their requests for teaching support such as purchasing unique stationary items and teaching materials have been honored. This year, some of them have received financial support from the department to attend and present papers at international conferences and to take students on out-of-state fieldtrips. In addition, an office in our newly renovated building has been designated for Group III faculty only.

4. **Lack of effective leadership within the department and ineffective responses at the college level to resolve this apparent problem.**

I was voted by both Group I and Group II faculty members in August 2016 to this position of Interim Department Chair. After the election, I set up and gained faculty consensus on seven (7) goals for the department for this academic year. Evidence shows that the department, as a whole, has successfully achieved some of these goals while steadily moving toward achieving others.
Committee’s Recommendations

1. Consider a G2 or an outside (OU or external) chair appointment for at least 2-3 years tasked with revising governance (including committee structures), personnel (including P&T and workload documents), and budgetary procedures (“Review,” p. 1).

This statement does not accurately reflect what’s stated in “Governance” (“Review,” p. 3), “…There is a widely recognized need for a tenured faculty member with a multi-year appointment to serve as chair.”

Dr. Mijeong Noh, Associate Professor of the Retail, Fashion, and Product Development program and I, Associate Professor of the Restaurant, Hotel, and Tourism Program, have applied for tenure. If we receive tenure, one of us can continue the leadership of the department.

2. Governance - The only other governance structure we identified were program coordinators, all of whom are currently G2 faculty members. We strongly recommend a review of governance structures and procedures. Given the unique structure of the program, notably the experience and importance of non-tenure-track faculty to the department’s mission, we further recommend that revised structures and procedures be inclusive of all core faculty (“Review,” p. 3).

In addition to program coordinators, I have set up two standing committees: the Cost Control Committee, which consists of all program coordinators; and the Graduate Program Committee, which consists of all Group I faculty and led by the committee chair. The department forms ad hoc faculty search committees when necessary. For instance, this academic year, the department has two ad hoc faculty search committees: the Group I Culinary Faculty Search Committee and the Group II Fashion, Retail, and Product Development Committee.

3. Curriculum - We recommend introducing governance structures, if they do not exist, to facilitate the smooth development of innovations and improvements to the curriculum.

The department has initiated such an effort and plans to form a work team to create an internal curriculum assessment and improvement plan. The department also plans to invite experts from the American Association of Family and Consumer Sciences to conduct workshops for the faculty on development of learning outcomes and measurements this fall. These are stated in the self-study report submitted to the
American Association of Family and Consumer Sciences.

4. **Teaching - First-year faculty should be granted a course reduction for scholarship productivity however, this did not occur for Dr. Hyeyoon Choi in 2015-2016** (“Review,” p. 3)

Dr. Rebecca Choi and the Acting Department Chair in AY2015-2016, Dr. Mijeong Noh, reached an agreement in summer 2015 before Dr. Choi reported to work: Dr. Choi would receive a course release in AY2016-2017. Thus, Dr. Choi’s teaching load for AY2016-2017 is 2 + 2 (12 credit hours), not her regular load of 2+3 (15 credit hours). In addition, the “overload course,” a 1-credit hour seminar course, assigned to Dr. Choi in AY2015-2016 had only two students; the average class size for Dr. Choi in AY2015-2016 was 11 students.

5. **Students - The undergraduate students are very enthusiastic. They like the flexibility and interdisciplinary of the programs. Participants in the college’s honors program were particularly enthusiastic. They have a strong desire for more practical training (e.g. Excel and industry-level software), which may also entail curricular and resource concerns (“Review,” p. 4).**

The department has initiated a department-level approach to modify existing undergraduate curricula to reflect the current trends in the market. Courses such as Hospitality or Retail Technology will be added. The required business minor course, MIS2011 Management Information System, currently fulfills students’ technological needs.

6. **Adequacy of Resources - We heard concern about adequate budgetary resources for the FCS Education program (“Review”, p. 4).**

I do not fully understand why this is a concern. We indeed have adequate budgetary resources for the FCS Education Program. I have been assisting the program coordinator to develop a recruitment plan with a budget plan. An individual account has been set up for FCS, ready for the budget plan to be completed so a specific amount of fund will be set aside for this program. Meanwhile, I have approved all the financial requests from the program coordinator.

7. **…However, we did hear from both undergraduate and graduate students about misinformation or inadequate information that affected their course selection and/or progress toward graduation. This may be an intrinsic feature to professional advising that supports a variety of programs and departments. (“Review,” p. 4).**
We have been working on this. For instance, we invite an academic advisor to our faculty meeting every month. However, we might need to be more creative in bridging this gap. For instance, we can invite academic advisors to our unit-level meetings and get them acquainted with our program specific curriculum. I have planned to meet with the Director of the Student Affairs soon to discuss these issues.

8. **There is a need for more support to improve systematic marketing and recruitment efforts within the university and at secondary schools, especially where that entails travel expenses for faculty representing the program (“Review,” p. 4)**

As the Interim Department Chair, I have initiated and brainstormed the idea of forming a “Student Enrollment Management” committee in the department with some program coordinators. This will be discussed again at the faculty meeting scheduled on March 14. It’s hoped that the committee will officially be formed and start to function this coming summer. At the same time, I will be creating an integrated marketing and recruitment strategy based on program-level strategies and plans. This has been discussed at multiple meetings with the faculty and shared at the Dean’s Academic Leadership Team meetings. Currently, each program continues to ponder key questions such as program vision, mission, image, target market, value proposition, and recruitment strategies Program coordinators will present their recruitment plans at the Advisory Board meeting scheduled on March 31 before soliciting the board members’ advice and support.

Respectfully,

Sandy C. Chen, PhD
Interim Department Chair & Associate Professor of the Restaurant/Hotel/Tourism Program
Department of Human and Consumer Sciences
TO:    Dr. David Ingram, Chair

THRU: Dr. Pam Benoit, EVPP

FR:    Renée A. Middleton, Dean
       The Patton College of Education

RE:    7-Year Program Review
       Human and Consumer Sciences (HCS)
       University Curriculum Council (UCC)

DT:    March 22, 2017

Dr. Ingram, let me begin by thanking the Committee members for the time taken to engage in the Ohio University Program Review Process for the Department of Human and Consumer Sciences in the Gladys W. and David H. Patton College of Education. I am in receipt of the Committee’s Report dated February 10, 2017. As well, I believe you are in receipt of the Department’s response from Interim Department Chair, Dr. Sandy Chen (Report Dated: March 8, 2017).

It is important to establish the context and history relative to the establishment of the Department of Human and Consumer Sciences. The reality is that it takes time to build stability with essentially a brand new department. One must not be surprised that the faculty is seeking to understand their respective roles, understand collegiality, and determine how they will best work together to advance their programs and meet their established mission and purpose. The Department of Human and Consumer Sciences was established in The Patton College the Summer of 2010 when the University engaged in a strategy for realignment of specific academic programs from the former college identified as the College of Health and Human Services.

CONTEXTUAL HISTORY

The Department of Human and Consumer Sciences prepares individuals to advocate for consumer well-being. The department offers programs in the following areas:

HCS UNDERGRADUATE PROGRAMS:

• Customer Service Major/Minor (CS)
• Family and Consumer Sciences Education (FCS)
• Retail Merchandising and Fashion Product Development (RFPD)
• Restaurant, Hotel, and Tourism (RHT)
HCS GRADUATE PROGRAM:

- Apparel, Textiles, and Merchandising
- HCS Graduate Handbook

When the realignment occurred in July 2010, the nation, state, and university entered a period of a significant recession that prevented the hiring of new faculty. There was a hiring freeze at the university and college level. One purpose of the realignment was to provide cost-savings to the University. As such, during period of the University’s history, budgets were cut and raises were non-existent. The faculty who were left in the department used this time to establish a new name, mission, vision, and planning process for their future. The College updated its mission to align with and support a now comprehensive College of Education.

The senior faculty member in this program (Dr. Ann Paulins, Professor) became the Senior Associate Dean of the College (RFPD), a second tenured faculty member retired in 2014 (RFPD), and the only other tenured faculty member departed in the year following the realignment (2011). During this time, the college and department necessarily had to rely on GRP III faculty to primarily teach courses in the undergraduate program. Yet the program and department needed continuity and stability.

In 2013, the financial health of the nation and university began to slowly recover. Subsequently, the College has sought to rebuild the faculty and support the work of the faculty. It became clear that there was a need to employ faculty who could hit the ground running in providing leadership in their content areas and who had an established record of scholarship. As such, we began to hire at the Associate Professor level with “eligibility” for tenure during the second or third year of employment at Ohio University. This provided the ability to benchmark our effectiveness in reaching goals and objectives by preparing for accreditation in 2017.

The faculty are making continual improvements to our course curriculums based on past student performance and feedback. Supervisor evaluations from student internships are also being employed as a means of strengthening and improving the program curriculum. At the graduate level we are building the foundation with pre-tenure Group I faculty. Basics, such as up-to-date information in the Graduate Handbook Guidelines, Program Plan of Study, GA responsibilities, and curriculum development (OCEAN) are being reviewed and taught to new pre-tenured faculty.

There are no tenured faculty in the Department of HCS. The faculty composition rank, content area, and date of employment. The faculty engaged in this work are listed below by:

**Group I**

Dr. Mijeong Noh,
Associate Professor; Employed 2013
Retail Merchandising

Dr. Sandy Chen, Interim Chair
Associate Professor; Employed 2014
Hospitality
Dr. Rebecca Choi, Employed 2015  
Assistant Professor  
Hospitality

Dr. Haesun Park-Popes  
Associate Professor; Employed 2016

Group II

Ms. Robin Ambrozy, Customer Services  
Employed 2016

Mr. Donald Brown, Hospitality  
Employed 2010

Ms. Lisa Diebel, Family and Consumer Sciences  
Employed 2016

Ms. Lisa Williams, Retail Merchandising  
Employed prior to 2010 realignment

While as dean, I understand that it takes time for any new department to establish a working synergy, it is also not lost on the College dean that there are complex challenges that must be addressed. Some of these challenges have been identified by the review committee (interpersonal conflict, lack of effective leadership, graduate program growth and stability). I concur with the review committee that regrettably it was not possible for them to speak with me during their review process. However, the time to provide information at this time is appreciated. I will list each of the committee concerns and follow-up with my response.

DEAN’S RESPONSE TO CONCERNS

- Lack of effective leadership within the department and ineffective responses at the college level to resolve this apparent problem.
  
  Response: There are NO tenured faculty in the department. This has presented a challenge with respect to departmental leadership. Initially, Dr. Beth VanDerveer, a tenured faculty member in Recreation and Sport Pedagogy was appointed by myself as dean to serve as Acting Department Chair from 2010 – 2015. Dr. Noh was “appointed” by the dean to serve as the Acting Chair in 2015-16. Both Dr. Chen and Noh have gone up for tenure this academic year (2016-17).

- Prolonged, high turnover and interpersonal conflicts.
  
  Response: I disagree that there has been high turnover. The department has experienced no higher turnover than any other department in the college. However, because this is a new department and was made up of a small number of faculty, departures presented very challenging situations magnifying the departures.

With respect to interpersonal conflicts. These challenges are real and continuing. It is imperative that a culture of respect, trust, and collegiality be modeled by the Group I faculty in the department. Group I faculty seem to be the most challenged in this regard. The Group I faculty in HCS must decide what kind of work environment they want to work in and only they can work to achieve it. Group I faculty must accept personal
responsibility for building a culture of trust, respect, and collegiality. The dean has engaged the following strategies to seek to understand how best to move the department forward in a constructive manner where they can work together respectfully and collegially as follows:

1) Faculty took part in voting who they wanted to serve as Interim Department Chair for Academic Year 2016-17. The vote was unanimous for Dr. Sandy Chen and I supported the vote of the faculty. This was done to support the decision of the faculty with the faculty stating that conflict would be alleviated with new leadership.

2) A mentor was assigned to current Interim Chair, Dr. Sandy Chen for, AY 2016-17. Dr. Holly Stadler (external to the College) is a former Department Chair (Auburn University) and former dean (Roosevelt University) and has been providing guidance to Dr. Chen to support her in her new role as department Chair.

3) In January of 2017, the University Ombudsman and I met with the HCS faculty as a whole. The purpose of this meeting was to: a) Assist HCS faculty in understanding the role of the Ombudsman, and b) Clarifying the role of the College and its established processes for raising concerns with respect to department or college policy. The ombudsman and the dean were both concerned that the faculty were misusing the Office of the Ombudsman seeking to engage the ombudsman in addressing issues or disputes with respect to the role of the department chair, program coordinators and/or matters of department or college policy. At this meeting, I asked each faculty member in HCS to set up meetings with myself so that I could better understand from their perspective why interpersonal conflicts continued to challenge the department.

4) February/March, 2017— I met with each faculty member one-on-one in my office to learn: a) What they see as the strengths of the department and what is working? b) What are the challenges in the department that lead to the department’s dysfunction? C) What suggestions do you have on how best to improve the environment in the department?

5) Dr. Middleton meets bi-weekly with the department chair (and with all Chairs in The Patton College) to address matters of concern or issues raised by the Interim Chair.

- Excessive college and department service.
  Response: This was the case early on (2010-14) in the department’s establishment when there was a need to hire Group III. However, the service load has been reduced significantly with the hiring of new faculty over the last 3-4 years. Additional faculty hires for the next academic year will spread the workload even more (Group I: Culinary Services and Group II: Retail Merchandising). [Please also see Dr. Chen’s response].

- The graduate program appears to be in jeopardy.
  Response: All the Group I faculty have been hired only within the last three years. Again, it takes time to build a program after realignment and loss of faculty after the realignment. Essentially, we are starting all over again. The department now has the capacity to begin growing the graduate program.

- Insufficient communication and support of Group III.
  Response: This is an area we will look into. [Please refer to Dr. Chen’s response].
RECOMMENDATION

The recommendation by the Committee for how best to approach leadership within the College has already been utilized. It is not in my judgment as dean, at this point in the department’s young history, that this the best way to move forward. The department must begin to work through their challenges and stand on their own two feet. There are three Group I faculty well capable of leading the department. Again, this is a matter that must be worked out by all of the Group I and Group II within the department.

With respect to putting the graduate program on hiatus, the College also has an internal Program Planning and Review Process. The RFPD program will go up for review in the coming months. The College Program Planning and Review Committee will make a determination at that time in consultation with the faculty as to whether there should be a hiatus of the graduate program. At the end of this year, there will be 5 full-time Group I and 4 full-time Group II for a total of 9 faculty. There is faculty capacity to engage in a strong and viable graduate program in Apparels, Textile, and Merchandising.

Finally, I will be meeting with the department in the coming days to review my fact-finding from my individual meetings with each faculty member and establish a plan for departmental leadership for AY 2017-18. I have also engaged the assistant of the Ombudsman Office to collaborate with the Athens Mediation Office to work with the HCS faculty in processes and strategies for working together positively and effectively. Only the faculty in the HCS department have the capacity to turn this around. They must be both willing and able. I am confident there is the will—the Office of the Ombudsman and the Athens Mediation Services can assist with assisting them with the skillset and tools for building the capacity to listen to each other and build a climate of trust.

Thank you for the opportunity to provide a response to this review.