

UCC Program Review Committee Summary of Review

Program: Consumer and Health Sciences

Date of last review: AY 2017

Date of this review: AY 2021 (follow-up)

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

- Bachelor of Applied Human and Consumer Sciences in Customer Service Leadership (online)
- Bachelor of Applied Human and Consumer Sciences in Hospitality Management (online)
- Bachelor of Human and Consumer Sciences in Family and Consumer Science Education
- Bachelor of Human and Consumer Sciences in Retail and Fashion Merchandising
- Bachelor of Human and Consumer Sciences in Restaurant, Hotel, and Tourism
- Minor in Customer Service Leadership (online)
- Minor in Retail and Fashion Merchandising
- Certificate in Festivals, Events, and Entertainment Management

Recommendation: This program is found to be viable.

The concerns that triggered the follow-up review were addressed to the review team's satisfaction.

See report for commendations, concerns, and recommendations.

This review was forwarded to the department chair and the college dean. Their responses are attached.

**Follow-Up Review of the 2017 Seven-Year Program Review
Department of Human and Consumer Sciences
The Gladys W. and David H. Patton College of Education, Ohio University
January 26, 2021**

Committee Members:

Hayley Haugen (English, OU-Ironton) and Tim Anderson (Geography, OU-Athens)

Background and Summary Findings

A UCC program review committee conducted a normative seven-year review of the Department of Human and Consumer Sciences on February 10, 2017. In its final report submitted to the UCC, the Graduate Council, the program director, and the dean, the committee found the program to be “currently viable but . . . liable to be **in-jeopardy**” and identified several issues and concerns. Specifically, the committee pinpointed three primary areas of concern: 1) “the retention and successful advancement of recently hired G1 faculty;” 2) “the present viability of the graduate program;” and 3) “the ongoing lack of stable leadership since 2012.” Among its list of recommended actions to be undertaken by the department and the college, the committee recommended that the program undergo a follow-up review in AY 2021. This document is thus submitted as a report by the follow-up review committee appointed by the UCC as to the department’s actions since 2017 in addressing the initial program review committee’s concerns.

After reviewing the department’s response to the UCC program review committee’s report and holding a series of conversations (conducted virtually via Teams) with departmental faculty members, the department’s administrative specialist, and the dean, the follow-up review committee now finds the program to be **viable**, but with some remaining concerns and suggestions, which we outline below. Below, we address the five main points of concern outlined by the initial UCC program review committee and the steps taken by the department and the college to address these concerns since the program review in 2017:

1. Lack of stable and effective leadership within the department and ineffective responses at the college level to address this apparent problem.

- Soon after the program review in 2017, the dean selected an external “acting chairperson” to lead the department and address the concerns raised by the program review committee. In AY 2019-2020 the department’s faculty elected to remove “acting” from the title, and that person now serves as the departmental chairperson.
- Beginning AY 2021-2022, Human and Consumer Sciences will be merging with the Department of Recreation and Sport Pedagogy and will gain administrative specialists in both areas. Staff and faculty uniformly praise and express confidence in the current department chair, Beth VanDerveer. Upon recommendation from the program review committee, she implemented an advisory board and has actively and successfully addressed leadership issues. Each faculty member and staff member the committee spoke with expressed optimism toward, and positive opinions about, the upcoming

merge and the naming of Bruce Martin as the new chairperson for the new, combined program.

2. Prolonged, high turnover and interpersonal conflicts among G1 faculty continue to negatively affect productivity and morale among all faculty, staff, and graduate students.

- While there are reports of continuing interpersonal conflicts within the department, the impending merge has lifted morale overall. Faculty and staff look forward to what will be an increase in the number of tenured faculty who can help carry service loads, which appears to have been the source of much of the interpersonal conflict in the department noted by the 2017 program review committee.
- The program review committee's concern regarding "prolonged, high turnover" appears to have been somewhat unfounded. The department has not experienced any changes to its faculty since AY 2017-2018, as the same tenure-track (G1) and instructional (G2) faculty remain as of the date of this report.

3. Excessive departmental and college service demands on untenured G1 and G2 faculty.

- Faculty members report to the committee that these service demands do not currently feel as arduous as when the department was undertaking the assessment for national accreditation in 2017, the same year as the initial program review. Faculty have worked collaboratively on a new BA program and it appears as though they are equitably sharing the workload.

4. The graduate program appears to be in jeopardy.

- In response to the program review committee's recommendation, the status of both of the department's graduate programs (Apparel, Textiles, and Merchandising; Hospitality and Tourism) was formally changed to "inactive" as of fall 2020.

5. Insufficient communication [with] and support for G3 faculty [adjunct instructors], especially at start of semesters (parking permits, enrollments).

- The department does not currently have any associated G3 faculty members. The current chairperson, however, reported that effective communication about logistics such as parking permits and enrollments would be a point of emphasis were the new combined department to gain G3 faculty in the future. The Patton College initiated a mandatory orientation for G3 faculty in AY 2018-2019 that provides information about university resources available to them.

- Group 2 faculty members expressed concern about the long-term stability of their positions. They noted that the possibility of five-year contracts has been discussed, but currently even Group 2 faculty members with promotion status work on one-year contracts.

New Concerns of the Follow-Up Review Committee

While this committee finds both the department and the college have implemented new policies and departmental leadership in order to actively and successfully address the most pressing issues raised by the 2017 program review committee, our discussions with all constituent members of the department illuminated three remaining areas of concern:

- The committee heard conflicting reports from both G1 and G2 faculty members about funding for research and/or professional development and teaching materials. Several faculty report “I’ve never been told no,” with regard to funding requests. Still others report not receiving requested funds for travel or for technology upgrades. Some faculty report adequate resources for their courses, while others express a need for more support. With the Ohio Guarantee, students are not paying for the consumable goods in these courses, and some faculty report spending their own money on classroom supplies. The committee’s discussions with faculty members revealed a perception of favoritism where travel funds and technology upgrades are concerned. Department Chair VanDerveer and Dean Middleton insist, however, that more than enough funding is available and that such funding is distributed equitably. More transparency about the funding available to all levels of faculty for professional development, research, and teaching supplies, and the creation of a clear process through which funds are requested, could help to alleviate such concerns over funding.
- Faculty members express a need for additional funding for marketing and recruitment and hope their programs might be marketed as majors so that more students will be aware of these degrees. Such marketing might help to alleviate the perennial problem that the department’s majors are commonly considered “discovery majors.”
- The department continues to grapple with issues related to interpersonal conflict between G1 faculty members. The source of such conflict appears to be the result of, in the words of one faculty member, “strong personalities,” as well as perceived favoritism regarding travel funding and workloads shown to certain faculty members by the chair and the dean. This committee found, however, no evidence of such favoritism and that, frankly speaking, the current chair has done a remarkable job of addressing and alleviating such conflict since the initial 2017 program review. Indeed, the chair initiated mediation through the university’s Office of the Ombud to address these issues soon after the 2017 review. With an eye toward further deescalating interpersonal conflict, the chair of the new combined department should consider redoubling efforts at mediation through the university Ombud in the near future.



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DATE: February 26, 2021

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

FROM: Beth J. VanDerveer, Chairperson

RE: Follow-Up Review of the 2017 Seven-Year Program Review

We want to thank Dr.'s Haugen and Anderson for their time in following-up with the review appointed by the UCC. We concur with the team's report in finding the program **viable**.

We are now planning for the merge with the Department of Recreation and Sport Pedagogy (RSP) beginning July 1. Our synergies across the departments and college will be strengthened.

In addressing the teams "New Concerns of the Follow-Up Review Committee," there is a need for clarification and explanation.

Professional Development/Tech (PD/Tech) and Teaching Materials

For at least the past seven years, from the Dean's Office, tenure track faculty members are allocated \$1500. and Instructional faculty are allocated \$750. in funds for Professional Development/Technology (PD/Tech). The Department Chairperson may help supplement additional costs associated with this category. Supporting faculty with PD/Tech funds in the Department of Human and Consumer Sciences is a priority. When the PD/Tech form is completed and submitted to the Department Chairperson, the Department Chairperson works with the Administrative Specialist to make every effort to approve appropriate requests. A reason given to faculty member(s) for the Department Chairperson not providing supplemental funding has been faculty refusing to participate on departmental committees.

This year, technically there is no allocation from the Dean's Office for PD/Tech funds. At the beginning of this academic year (AY2020 – 2021), faculty were informed that the Department's general operating allocation would support this category (e.g., attending virtual conferences, professional organization membership dues, editorial services). As in prior years, faculty must make a formal request to the Department Chairperson. This has caused confusion and discussion. Thus far, this year all faculty requests have been approved.

The Department's Administrative Specialist set-up the "HCS Faculty PD & Tech Funds" budget spreadsheet (Dean's Office: PD Money & Tech Money) with the amounts allocated to each faculty member, date and description of expense, expense/encumbered amount, and available amount. Faculty were able to see the full breakdown of PD/Tech spending and were informed to ask at any time if there were questions/concerns. This year a similar tracking system is being done with the general operating allocation to the department. The Department also has endowment funds to support PD/Tech.

Further, faculty have been informed not to spend personal money on teaching materials. Spending personal money does not provide a sustainable program. Rather, faculty need to submit a request and the Department Chairperson who will work with the Administrative Specialist to secure appropriate funding. Faculty are knowledgeable about the importance of asking for funding and faculty know the Department has general funds and endowment funds for this purpose.

The department is totally committed to technology upgrades and very responsive to making sure faculty have up-to-date software and computers that effectively and efficiently work. Technology upgrades are needed in order to effectively and efficiently do faculty work. The Department Chairperson and Administrative Specialist work effectively and very closely about any technology upgrades with the staff in the Data Analytics & Academic Technology Center (DAATC). Upgrades are reviewed by staff in DAATC and a decision is made whether it can be upgraded or simply needs to be replaced. Faculty know they just can't purchase university products via Amazon and/or Apple. If they purchase a machine on Amazon or Apple they will not be reimbursed for the cost. The machine will also not be put on the university system. Given the health concerns (COVID-19), faculty also know the DAATC staff clean and sanitize all machines.

Additional funding for Marketing and Recruitment

Even during these turbulent budget times, faculty have been informed about and provided funds for marketing, recruitment and retention activities. There always has been more than enough support in this area. No program area has ever been denied marketing and recruitment funds. Marketing, recruitment, retention and graduation is another high priority for the Department.

The Department has effectively utilized diverse strategies to market and recruit students in program areas by using tactics such as social media, updating the Department webpages, participating in the University and PCOE recruitment activities, working with alumnus, students, faculty members, Admissions, UCM, and Patton College of Education Student Affairs to produce recruitment videos, ordering distinctive program area swag, communicating with Advisory Board members about strategies and involving them in these efforts, and supporting marketing and recruitment for the program areas at professional conferences.

Admissions and the College market to potential students by majors (i.e., fashion, hospitality). During the Yield season, faculty communicate with admitted students to commit to attending Ohio University in their major (i.e., Community Leadership, Family and Consumer Sciences).

The Yield season for program area faculty is instrumental in respect to marketing and recruiting admitted students to their program area by major. Yet, at this time, the data reveal the majority of students in our majors “discover” their major after being here at Ohio University. In the Department, the faculty have been given more than adequate resources and support. It is up to us to alleviate the perennial problem that the department’s majors are commonly considered “discovery majors.”

Interpersonal Conflict among Tenure-track faculty

The merge with the Department of Recreation and Sport Pedagogy (RSP) should provide role models for our faculty, especially some of our tenure track faculty. The Department will continue to be transparent and engage in discussions and communications about areas, such as the budget, PD/Tech and workloads. Faculty need to ask if there are questions. Also, some faculty do not always agree with the Department Chairperson’s decisions.

Cc:

Dr. H. Haugen
Dr. T. Anderson
Dr. S. Helfrich



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**The Gladys W. and David H.
Patton College of Education**

TO: Elizabeth Sayrs, Executive Vice President and Provost

THRU: Howard Dewald, Associate Provost

FROM: Renée A. Middleton, Dean, Patton College of Education

RE: HCS Department Review Dean's Response

DT: March 1, 2021

Let me begin my commentary on the Seven Year Review of the Department of Human and Consumer Sciences with my appreciation to Drs. Hayley Haugen and Tim Anderson for their time and commitment to the review process. They have provided accurate background information consistent with the 2017 Seven-Year Program Review report. In response to the Follow-up Review they have prepared, I offer the following observations and feedback.

Regarding the first concern from the 2017 report that was addressed in this follow-up, **lack of stable and effective leadership within the department and ineffective responses at the college level to address this apparent problem**, I concur with the reviewers that this issue has been resolved. Additionally, with the upcoming merger with the Department of Recreation and Sport Pedagogy, I am confident the department will continue to grow stronger under continued stable and effective leadership. This work began in the spring of 2020. After meeting with the Chairs individually, then the faculty from either department individually, and finally the faculty and Chairs together as a larger group, I can report that faculty within Human and Consumer Sciences and Recreation and Sport Pedagogy are in agreement with and supportive of this merger. They indicated the connections that currently exist as well as new connections that would be strengthened or fostered with their merger, and see this as an opportunity to positively impact programs across areas. This merger is also being supported by an outside consultant, to help faculty and staff from each area come together as one unit.

Regarding the second concern, **prolonged, high turnover and interpersonal conflicts among [tenure-track] faculty continue to negatively affect productivity and morale among all faculty, staff, and graduate students**, I strongly concur with the reviewers' feedback that the impending departmental merger has lifted morale and that faculty and staff will benefit from this in many ways. I also agree that the prolonged, high turnover reported in the 2017 report was somewhat unfounded.

Regarding the third concern, **excessive departmental and college service demands on untenured [tenure track and instructional] faculty**, I concur with the reviewers' feedback. The service expectation for faculty in Human and Consumer Sciences is consistent with faculty across all departments in The Patton College.

Regarding the fourth concern, **graduate programs appear to be in jeopardy**, we as a College have an internal program planning and review process so that we may regularly review efficiencies and make proactive decisions based on data. To that end, graduate enrollment in programs within the Department were low; I viewed the strength of the Department to lie in ensuring the delivery of strong undergraduate



programming, and thus the decision was made to suspend graduate programming. It was the mutual decision between College leadership and faculty within the Department to focus on undergraduate programming. The faculty within the Department have participated in extensive curriculum redesign and strengthening of internship experiences, as well as created a newly approved Bachelors to Completion program for Hospitality Management.

Regarding the fifth and final concern from the 2017 report addressed in this follow-up, **insufficient communication [with] and support for [adjunct instructors], especially at the start of semesters (parking permits, enrollments)**, in recent years, the Department has taken the steps necessary to show efficiency in teaching assignments; therefore, adjuncts have not been needed. However, I concur with the reviewers' findings that actions have been taken to familiarize adjunct faculty with College and University resources.

In regard to Instructional Faculty's concerns about the long-term stability of their positions, I am sensitive to the concerns of Instructional Faculty given current budgetary issues, but believe this concern is related to a misunderstanding or misinterpretation of language presented in the Faculty Handbook. The Instructional Faculty within this Department are eligible to receive 5-year contracts consistent with those outlined in the Faculty Handbook (Section 2.C.3.b.iii). As a part of this type of faculty assignment, as outlined in the Handbook (Section II.D.3), individuals in this position may still receive notice of non-reappointment.

The reviewers identified three additional concerns in their report:

In regard to the first concern, **inconsistency of funding for faculty for research and/or professional development**, all tenure-track faculty in The Patton College receive \$1,000 for professional development and \$500 for technology, annually, and all instructional faculty in The Patton College receive \$750 for professional development and \$250 for technology, annually (contingent upon availability of resources). Once expended, a faculty member may need to use their own funds to support their research/travel needs. There are other resources for which a tenure-track faculty member can apply to complete research (e.g., Patton College Research Funding). Applications to this fund, up to \$2,500, are facilitated by the Senior Associate Dean and reviewed by the College's Research and Graduate Studies Committee and awarded twice per year (one award per applicant possible per academic year).

On one occasion, significant conversations were held with a faculty member about their role within the Department consistent with that expected of a full professor. It was suggested by the Office of the Provost that one option of ensuring faculty of this rank fulfill their departmental commitments would be to assist them in understanding that departments and Colleges are under no obligation to provide professional development or technology funding to anyone that chooses not to be a contributing member of their department. Since this one instance, there has been a consistent understanding and follow-through regarding departmental duties.

In regard to the second concern, **a need for additional funding for marketing and recruitment**, I agree that there is a need to provided support in this way, and The Patton College seeks to be as efficient as possible with resources and help faculty across programs and departments as we are able.

Finally, in regard to the third concern, **issues related to interpersonal conflict between tenure-track faculty members**, I am confident the upcoming merger with the Department of Recreation and Sport Pedagogy will help all faculty understand and have several positive models of what it means to be a good colleague or departmental citizen.

Thank you for the opportunity to provide my feedback and observations.

/hrw