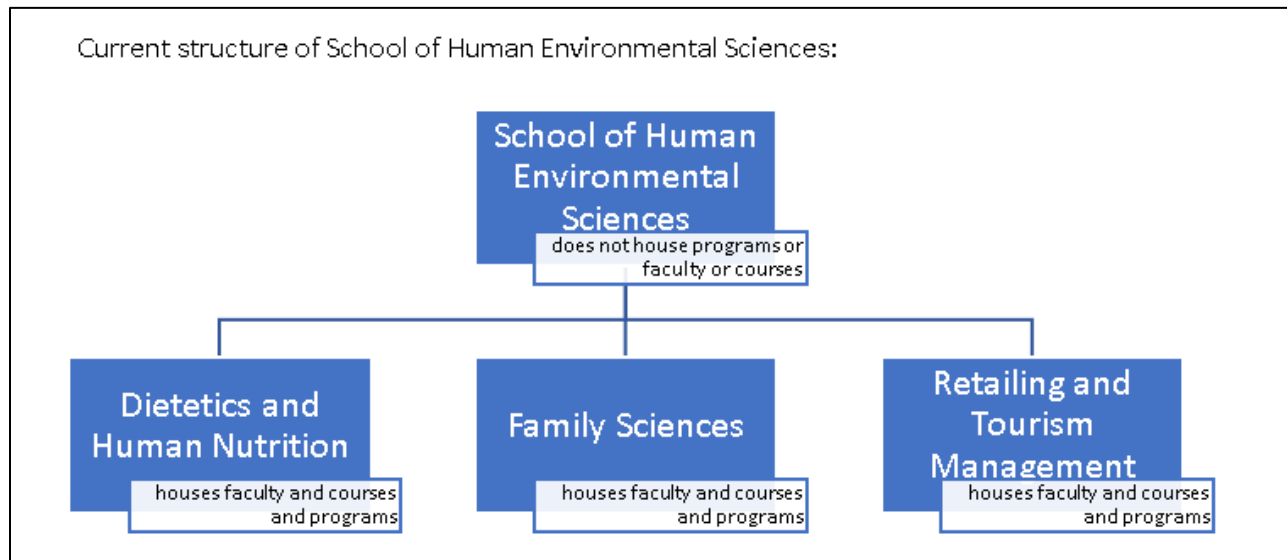
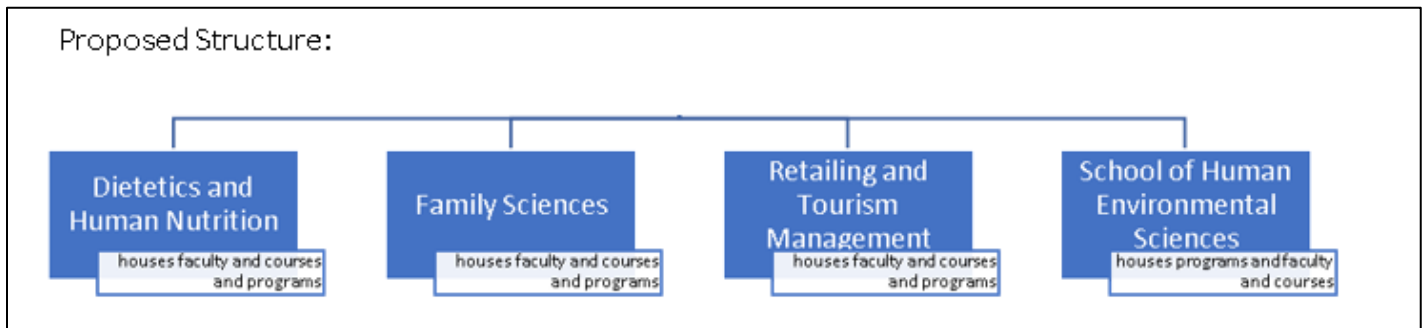


Summary of HES Proposal Changes

Current structure of School of Human Environmental Sciences:



Proposed Structure:



Department	Faculty	Degrees	Certificates	Courses
Dietetics and Human Nutrition (DHN)	No changes	No changes	No changes	No changes
Family Sciences (FAM)	Four faculty intend to move to HES	No changes	No changes	No changes
Retailing and Tourism Management (RTM)	No changes	No changes	No changes	No changes
School of Human Environmental Sciences (HES)	No faculty currently homed here (are only in the three depts). Four faculty expected to move from FAM. Need statements of evidence for lecturers and tenure-track faculty, as well as rules of procedure.	No changes	Grad Cert Family and Consumer Sciences (moving from college-level)	No changes
			Grad Cert Positive Youth Development (moving from college-level)	

March 4, 2022

Aaron Cramer, PhD, Chair
University Senate Council

RE: Proposed Reorganization of the School of Human Environmental Sciences

Dear Professor Cramer and Members of the Committee:

On behalf of the members of this committee, the Academic Organization and Structure Committee (SAOSC), I am submitting this brief report on our proceedings regarding the proposed reorganization of the School of Human Environmental Sciences (HES).

As you are aware, this proposal has been under review by our committee since early last year. In its original form, the proposal sought to: 1) Change the name of the School of Human Environmental Sciences to the School of Family & Consumer Sciences; 2) Remove an administrative layer between three academic departments and the dean so the three departments report directly to the dean; and 3) Move two graduate certificate programs to the School, place two undergraduate elective courses in the School, and poise the School of Family & Consumer Sciences to potentially become the academic home for a reopened bachelor's degree in Family & Consumer Sciences.

There was strong opposition to the original proposal from Jason Hans, Chair of the Department of Family Sciences. His concerns focused mainly on the name change aspect of the proposal. However, during our review, Chair Hans has sent emails to SAOSC (to former Chair Zachary Bray and to Chair Hall,) and Senate Council (SC) Chair Cramer expressing concern that an effort was under way to transfer a substantial number of faculty out of the HES without any vote or consideration by the donor unit, the HES (several of these emails are appended to this report). SAOSC takes these allegations quite seriously, and as is our charge, we have striven to provide opportunities to interested parties to submit documentation to the committee and to meet with us to discuss their concerns. And of course, we review proposals carefully to make sure that votes were properly taken by the relevant College(s) and unit(s), and properly tallied and documented.

The proposal was recently amended: the name change request has been dropped. Pursuant to discussions among the interested parties, Brian Lee, CAFE Associate Dean for Faculty Resources, Planning and Assessment, would reaffirm the previous votes on the other aspects of the original proposal with the departments of Dietetics and Human Nutrition (DHN) and Retailing & Tourism Management (RTM).

While the Department of Family Sciences agreed to drop its protest to the proposal, Chair Hans has expressed that his colleagues remain concerned that the plan to encourage roughly a third of the faculty to move their appointments from the department to the School of HES "presents a serious threat to the well-being of our educational unit."

UNIVERSITY SENATE COUNCIL CHAIR AARON CRAMER
MARCH 4, 2022
PAGE TWO

SAOSC deliberated on this proposal at two meetings, February 11 and 18, and the result was four members in favor of the modified proposal, four against, and one abstention. Here is a summary statement of our deliberations.

-Supporters of the HES Proposal: Members who support the proposal have found no formal objection to the proposal from any of the parties in the College. We did not feel it was appropriate to hold up the proposal based on the concerns of Chair Hans about the transfer of faculty from his department since this transfer is not part of the proposal being considered and there is no evidence supporting Chair Hans' concerns other than emails from him. We do not believe it is appropriate to object to the proposal on these grounds. SAOSC can take up the matter of faculty transfers in the future if this becomes an issue.

-Opponents of the HES Proposal: Members who are opposed to the modified proposal expressed three interrelated concerns. First, there is concern that the loss of faculty from the Department of Family Sciences could hamper the unit's ability to meet its academic obligations. According to emails on December 3 and 7 from Chair Hans to SAOSC Chair Hall and SC Chair Cramer, efforts to transfer four faculty members from the Department of Family Sciences had picked up steam once the Department withdrew its protest to the School of HES proposal. Second, is administrative pressure being brought to bear on Department of Family Sciences faculty to accept a transfer to the School of HES? In an email on February 10, again to Hall and Cramer, Chair Hans reported that a colleague offered an (unsolicited) opinion that there was a sense among faculty members who requested a transfer to HES "that they really had no choice in the matter once we ended our conversation about moving to Social Work, given CAFE administration's known preference that they request the transfers." In Chair Hans' view, this as a "first-hand (acknowledgement) that power dynamics left the faculty member(s) feeling that they really had no choice but to request the transfers." All of this, the opponents argue, appears to be a Significant Reduction of an Educational Unit, as defined by Senate Rule 3.3.2.1.6 and subject to SAOSC guidelines. Finally, members would like to see complete documentation of all votes – name of committee and vote tally. All relevant committees should take and record a vote on the modified proposal.

I look forward to discussing this proposal at the upcoming Senate Council meeting.

Sincerely,

Gregg Hall, Chair
University Senate Academic Organization & Structure Committee

March 21, 2022

Aaron Cramer, PhD, Chair
University Senate Council

RE: Proposed Reorganization of the School of Human Environmental Sciences

Dear Professor Cramer and Senate Council members:

I am writing to provide additional clarification to the January 27, 2022 memo and March 7, 2022 Senate Council meeting. The key elements are:

- The proposal removes an administrative layer between three academic departments and the dean so three departments, (Dietetics and Human Nutrition, Family Sciences, Retailing and Tourism Management) report directly to the dean as do the other college's educational units. These faculties have had the opportunity to vote on these in accordance with their rules and expressed support.
- Homes two existing programs, the Family & Consumer Sciences Graduate Certificate and the Positive Youth Development Graduate Certificate in the existing School of Human Environmental Sciences (HES). These graduate certificates are currently homed in the Center for Student Success at the college level. There are no other changes to these academic programs.
- Addresses questions raised by Senate Council concerning four faculty members who have expressed a desire to and are anticipated to transfer from the Department of Family Sciences and remain in the School of Human Environmental Sciences. While HES does not have any directly appointed faculty members currently, the applicable operating Rules of Procedure (RoP) and Statement on Evidences (SoE) that the faculty members are working under are in effect with the understanding that revised RoP and SoE are going to be revised/adopted with the faculty who choose to move their academic appointment home. The Associate Dean for Faculty Resources, Planning and Assessment will work with the transferred faculty member(s) to develop, adopt, and process these documents.

I look forward to the University Senate to endorse this revised proposal for a July 1, 2022 effective date.

Sincerely,



Brian D. Lee
Associate Dean for Faculty Resources, Planning and Assessment
Professor, Department of Landscape Architecture

ADMINISTRATIVE NOTE: THE PROPOSER NO LONGER WISHES TO MOVE FORWARD WITH RENAMING THE SCHOOL OF HUMAN ENVIRONMENTAL SCIENCES.

REFERENCES TO "SCFS" SHOULD BE READ AS "HUMAN ENVIRONMENTAL SCIENCES (HES)"

COVER PAGE FOR CHANGES TO ACADEMIC ORGANIZATION OR STRUCTURE OF AN EDUCATIONAL UNIT

The Senate’s Academic Organization and Structure Committee (SAOSC) is tasked by the University Senate with the review of proposals to change academic organization or structure. The information needed by the SAOSC for the review of such proposals is set forth in *Senate Rules 3.4.2.A.5*¹.

The SAOSC has developed a set of guidelines (from the *Senate Rules*) that are intended to ease the task of proposal submission (available at <http://www.uky.edu/universitysenate/forms>). As proposal omissions usually cause a delay in the review process, the individual(s) responsible for the proposal is (are) urged to familiarize themselves with these guidelines before submitting their proposals for review. In particular, the individual responsible for the proposal must fill out Sections I, II and III of this form, as well as include statements and documentation that provide a full accounting of the items a - i, below.

- a. Disposition of faculty, staff and resources (financial and physical);
- b. Willingness of the donating units to release faculty lines for transfer to a different educational unit;
- c. Consultation with the faculty of the unit to which the faculty lines are proposed to be transferred;
- d. Consultation with the faculty of educational unit that will be significantly reduced;
- e. Summary of votes and viewpoints (including dissents) of unit faculty and department/college committees;
- f. Ballots, votes expressing support for or against the proposal by unit faculty and staff and committees;
- g. Letters of support or opposition from appropriate faculty and/or administrators; and
- h. Letters of support from outside the University.

Section I – General Information about Proposal

One- to two-sentence description of change:	In fall 2018, the Dean of the College of Agriculture, Food and Environment commissioned a task force to study the structure of the School of Human Environmental Sciences (HES). The task force concluded their work in 2019 and one key recommendation is to change the name of the school. Another key recommendation is, "Complete the integration of the three academic departments into CAFE and further clarify that department chairs report directly to the Dean and Associate Deans not through the School." The task force also encouraged the exploration of reopening the bachelor's degree program in Family & Consumer Sciences.		
Contact person name:	Dr. Jennifer Hunter	Phone:	257-3887
		Email:	j.hunter@uky.edu
Administrative position (dean, chair, director, etc.):	Assistant Director, UK Cooperatives Extension Service, Family & Consumer Sciences (FCS) and Extension Professor, Department of Family Sciences		

Section II – Educational Unit(s) Potentially Impacted by Proposal

Check all that apply and name the specific unit(s).	
<input checked="" type="checkbox"/>	Department of: Dept. of Family Sciences, Dept. of Dietetics & Human Nutrition, Dept. of Retailing & Tourism Management
<input checked="" type="checkbox"/>	School of: Human Environmental Sciences
<input checked="" type="checkbox"/>	College of: Agriculture, Food and Environment
<input type="checkbox"/>	Graduate Center for:

¹ Items a-i are derived from *Senate Rules 3.4.2.A.5*. The Senate Rules in their entirety are available at http://www.uky.edu/Faculty/Senate/rules_regulations/index.htm.)

<input type="checkbox"/>	Multidisciplinary Research Center/Institute:	
--------------------------	--	--

Section III – Type of Proposal

Check all that apply.	
<i>A. Changes</i>	
<input checked="" type="checkbox"/>	Change to the name of an educational unit.
<input type="checkbox"/>	Change to the type of educational unit (e.g., from department to school).
<i>B. Other types of proposals</i>	
<input type="checkbox"/>	Creation of a new educational unit.
<input type="checkbox"/>	Consolidation of multiple educational units.
<input checked="" type="checkbox"/>	Transfer of an academic program to a different educational unit.
<input checked="" type="checkbox"/>	Transfer of an educational unit to a different reporting unit.
<input type="checkbox"/>	Significant reduction of an educational unit.
<input type="checkbox"/>	Discontinuation, suspension or closure of an educational unit.
<input type="checkbox"/>	Other (Give a one- or two-sentence description below; a complete description will be in the proposal).
1. Change the name of the School of Human Environmental Sciences to the School of Family & Consumer Sciences. 2. Remove an administrative layer between three academic departments and the dean so the three departments report directly to the dean. 3. Move two graduate certificate programs to the school, place two undergraduate elective courses in the school, and poise the School of Family & Consumer Sciences to potentially become the academic home for a reopened bachelor's degree in Family & Consumer Sciences.	

Section IV is for internal use/guidance.

Section IV – Guidance for SAOSC, Senate Council and University Senate

SAOSC Review of Type A Proposals (Changes to Type of, or to Name of, an Educational Unit)

- ✓ SAOSC review of proposal.
- ✓ SAOSC recommendation for an additional or joint review by other Senate committee(s) (e.g. Senate's Academic Programs Committee).

SAOSC Review of Type B Proposals (All Other Changes)

- ✓ SAOSC review of proposal.
- ✓ SAOSC recommendation for an additional or joint review by other Senate committee(s) (e.g. Senate's Academic Programs Committee).
- ✓ SAOSC review of proposals for creation, consolidation, transfer, closure, discontinuation, or significant reduction and educational unit, or transfer of an academic program to a different educational unit (attach documentation).
- ✓ Program review in past three years (attach documentation).
- ✓ Request to Provost for new program review (attach documentation).

REFERENCES TO "SCFS" SHOULD BE READ AS "HUMAN ENVIRONMENTAL SCIENCES (HES)"

- ✓ Open hearing (attach documentation).
 - SAOSC information must be shared with unit 10 days prior to hearing.
 - Open hearing procedures disseminated.

Voting by SAOSC, Senate Council and University Senate

- ✓ Endorse (or do not endorse) the academic organization, reporting, infrastructure, etc.
 - This vote is taken by the SAOSC, SC and Senate for every SAOSC proposal.
- ✓ Approve (or do not approve) the academic status or content of academic program.
 - This vote is taken by the SAOSC, SC and Senate only when the review involves an MDRC.

Proposal for Change in Organization: Structural and Name Changes
for the
School of Human Environmental Sciences
in the College of Agriculture, Food and Environment

1) **What is the impetus for the proposed change?**

In the fall of 2018, the Dean of the College of Agriculture, Food and Environment (CAFE) commissioned a task force to study the structure of the School of Human Environmental Sciences (HES), with emphasis on evaluating the organizational and managerial structure, revisiting the mission and scope with respect to the college overall, determining optimum ways to balance the tri-part mission, and considering how to maximize the school's positive impacts on all stakeholders.

This task force was co-chaired by Dr. Lee Meyer, professor emeritus on a post-retirement appointment in the CAFE Department of Agricultural Economics, and Marisa Aull, assistant director, Nutrition Education Program, Family & Consumer Sciences (FCS) Extension. Task force members were a tenured faculty member, a department chair, a lecturer, a graduate student, the college finance director, an associate dean, an alumna and secretary of the CAFE Alumni Association, an extension agent, an extension specialist, and an alumna and president of the CAFE Alumni Association.

Concluding their work in 2019, one key recommendation of the task force is to, "Complete the integration of the three academic departments into CAFE and further clarify that department chairs report directly to the Dean and Associate Deans not through the School." ~~Another key recommendation is to rename the School of Human Environmental Sciences to the School of Family & Consumer Sciences (School of Human Environmental Sciences Structure Review Task Force Report, May 2019, page 2). The task force also recommended exploration of reopening the bachelor's degree FCS Education program.~~

Therefore, this proposal seeks to:

- (1) ~~Change the name of the current educational unit called the School of Human Environmental Sciences (HES) to the School of Family & Consumer Sciences (SECS). The SECS is equivalent to a department and led by a school director (the equivalent of a department chair).~~
- (2) Move the three existing educational units (Department of Dietetics & Human Nutrition, Department of Family Sciences, Department of Retailing & Tourism Management) currently housed in the School of Human and Environmental Sciences, intact and as they currently exist to the level of the college, exactly like the other 11 departments in the college. The chairs of these departments would report directly to the dean rather than through a director in the current school. In other words, remove an administrative layer for the three existing educational units, which are academic departments.

- (3) Move the following educational programs and courses to ~~the renamed educational unit SFCS~~ the School of Human Environmental Sciences:
- a) house an existing graduate certificate program in Family & Consumer Sciences (currently temporarily housed in the CAFE Center for Student Success);
 - b) house an existing graduate certificate program in Positive Youth Development (currently temporarily housed in the CAFE Center for Student Success);
 - ~~e) house a proposed 300 level elective course, FCS 390, designed to provide an exploratory study of the field of Family and Consumer Sciences Extension, which enables individuals and families to develop capacity for strengthening families and building community for an ever changing society;~~
 - ~~d) house a 300 level internship course related to item e) above (this course proposal has not yet been finalized);~~
 - ~~e) provide an option to eventually house a reopened bachelor's degree in Family & Consumer Sciences.~~

2) **What are the benefits and weaknesses of the proposed unit with specific emphasis on the academic merits for the proposed change?**

The benefits of the proposed changes are many:

Structural Change

- Provides a permanent academic home for the graduate certificate in Family & Consumer Sciences, the graduate certificate in Positive Youth Development, FCS 390, an FCS 390 companion internship, and provide an option for an academic home for a reopened bachelor's degree in Family & Consumer Sciences.
- Places the three academic departments in the current school on the same reporting path as the other 11 departments in the College of Agriculture, Food and Environment (CAFE).
- Clarifies faculty annual (nontenured and tenure track) and biennial (tenured) performance reviews, two- and four-year reviews towards promotion and tenure, and promotion and tenure procedures for faculty members in the three affected departments.
- Clarifies procedures for the appointment and evaluation of department chairs in the three affected departments.
- Provides more transparency and clarification of budget matters and reduction in school overhead.
- Facilitates transfer of accounts to the departments directly related to the accounts, one example being the UK Plaid Project accounts being transferred to the Department of Retailing, Tourism and Management.
- Creates salary savings from reduction in school personnel.
- Increases departmental autonomy that reflects the connections and loyalty students have with their academic programs and departments (not a school).
- Assigns a college budget analyst devoted to the three affected departments to

assist departmental business officers with clarified and streamlined workflow.

- Strengthens a new collaborative model for student recruitment that directly aligns the three academic departments with the Family, Career and Community Leaders of America (FCCLA) in order to target these high school students, as well as identify other common audiences for recruitment efforts.
- Provides program clarification and name recognition since the term Family and Consumer Sciences more closely aligns with similar programs at other land-grant universities and is recognizable and understandable by academicians and professionals who work in this field.

~~Name Change~~

- ~~The proposed name change (School of Family & Consumer Sciences) more directly aligns with the broad-based professional association open to students, faculty, staff, and alumni, the American Association of Family and Consumer Sciences.~~
- ~~The proposed name directly aligns with the USDA National Institute of Food and Agriculture (NIFA) programmatic structure which is beneficial in terms of securing extramural federal funding and strengthening collaborations with this federal agency.~~
- ~~The term Family and Consumer Sciences more closely aligns with the Family and Consumer Science Extension program.~~
- ~~An additional recommendation of the review task force is to explore reopening the Family and Consumer Sciences Education program. The name change would align to the nomenclature in this field, replicate the name used in middle and high school programs, and facilitate the recruitment of students.~~
- ~~The college recently launched two online graduate certificates, one in Family and Consumer Sciences and one in Positive Youth Development, which will be moved to a permanent home under the School of Family & Consumer Sciences.~~
- ~~The proposed name change is one with which the large and strong alumni members can better identify.~~
- ~~The name change directly aligns with the priorities of the unit. Nationally, the field of Family and Consumer Sciences is comprised of 16 core competency areas; examples include personal and family finance, human and child develop, health, nutrition, and physical activity. The scope of work conducted under the school is directly related to these 16 core competency areas. As noted previously, the name more closely aligns with USDA NIFA programmatic structure, which is beneficial to the unit in terms of securing extramural funding and collaboration with this federal agency. Securing extramural funding is a central goal of both the college and the university.~~
- ~~The proposed name aligns with the American Association of Family & Consumer Sciences and the Alliance for Family & Consumer Sciences, two national organizations to which many family and consumer science academic programs and extension programs belong.~~
- ~~The change in the name to the School of Family and Consumer Sciences will improve the ability of the school to meet the needs of students and society by more clearly articulating the breadth and scope of the programs under the school.~~

Because of the extensive task force review that took place in 2018-2019, which

included interviews, focus groups, and surveys with departmental faculty, departmental chairs, HES administrative personnel, extension personnel, deans, students, alumni, and other external constituents, and because the post-task force implementation team has also provided an in-depth action plan, it is difficult to identify any weaknesses of this proposal.

3) Describe the organization of the current structure and how the proposed structure will be different and better. Current and proposed organizational charts are often helpful in illustrating reporting lines.

In 2003, the UK Board of Trustees approved a proposal to dissolve the College of Human Environmental Sciences and create the School of Human Environmental Sciences (HES) in the-then College of Agriculture. The school included three existing academic departments and all their associated academic programs, the Department of Family Studies (now Family Sciences), the Department of Nutrition and Food Sciences (now Dietetics and Human Nutrition), and the Department of Merchandising, Apparel and Textiles (now Retailing and Tourism Management). Two other programs, the Early Childhood component of the Department of Family Studies and the Department of Interior Design, were moved to other colleges in the University.

From 2003 to 2005, then-Dean M. Scott Smith served as interim director of the school while Family & Consumer Sciences (FCS) Extension operated separately under an assistant director (Dr. Bonnie Tanner, then Dr. Sue Badenhop in an acting appointment). In 2005, a combined administrative position was created, after which the School of Human Environmental Sciences was led by a director whose position description stated, "The director serves as the chief academic and administrative officer of the School . . . The individual will also (serve as) assistant extension director (for) Family and Consumer Sciences." In other words, while the chairs of the other 11 academic departments in the-then College of Agriculture reported directly to the dean, the chairs of the three academic departments in the School of Human Environmental Sciences reported to a director who reported to the dean.

The 2003 creation of a school in the-then College of Agriculture fulfilled a structural need for that time and proved to be highly successful in relation to student success, faculty scholarly productivity, and alumni support. However, as early as 2010 questions about the structure arose, particularly in relation to real or perceived unwieldiness related to faculty affairs, including promotion and tenure.

While the School of HES was originally relevant to the senior faculty members, the school has become less relevant to the junior and senior faculty over time. One faculty member, who has been in the college since 2009 when the School of HES was about six years old, stated during the task force review that, "It is telling we could not express what HES is. When you look at a faculty member's CV, the school is not relevant to scholarly productivity. I don't know the value of the school; no one has ever articulated that to me. Once I met others, I got excited about the college *outside* of HES. We used to be told to collaborate only in the school and maybe 20 years ago this made sense, but not

anymore.”

Additionally, over time students expressed their lack of understanding of the school in relation to the college. The exhaustive 2019 survey of faculty, staff, students, and alumni, showed that only 12.29 percent of the respondents strongly identified with the School of HES.

In 2015, the school director accepted a position as acting dean in a different college, thus served in all three roles (director of a school, assistant director in Cooperative Extension, and acting dean) until October 2017, at which time Kim Henken was named temporary director of the School of HES and Jennifer Hunter was named first temporary and later permanent assistant director of FCS in Cooperative Extension. Prior to this time, the 3 department chairs in the school made their wishes known to the dean of the College of Agriculture, Food and Environment that they no longer wanted to maintain the school model and instead report directly to the dean, just like the other 11 academic departments in the college.

In a separate and much earlier action, soon after the school was formed in the College of Agriculture in 2003, the reporting and budget lines of the two student services staff employees who served students in the three academic departments were moved to the college’s associate dean for instruction. Their physical location remained in Erikson Hall until 2018 when they were relocated to the Center for Student Success in the Agricultural Science Center North Building.

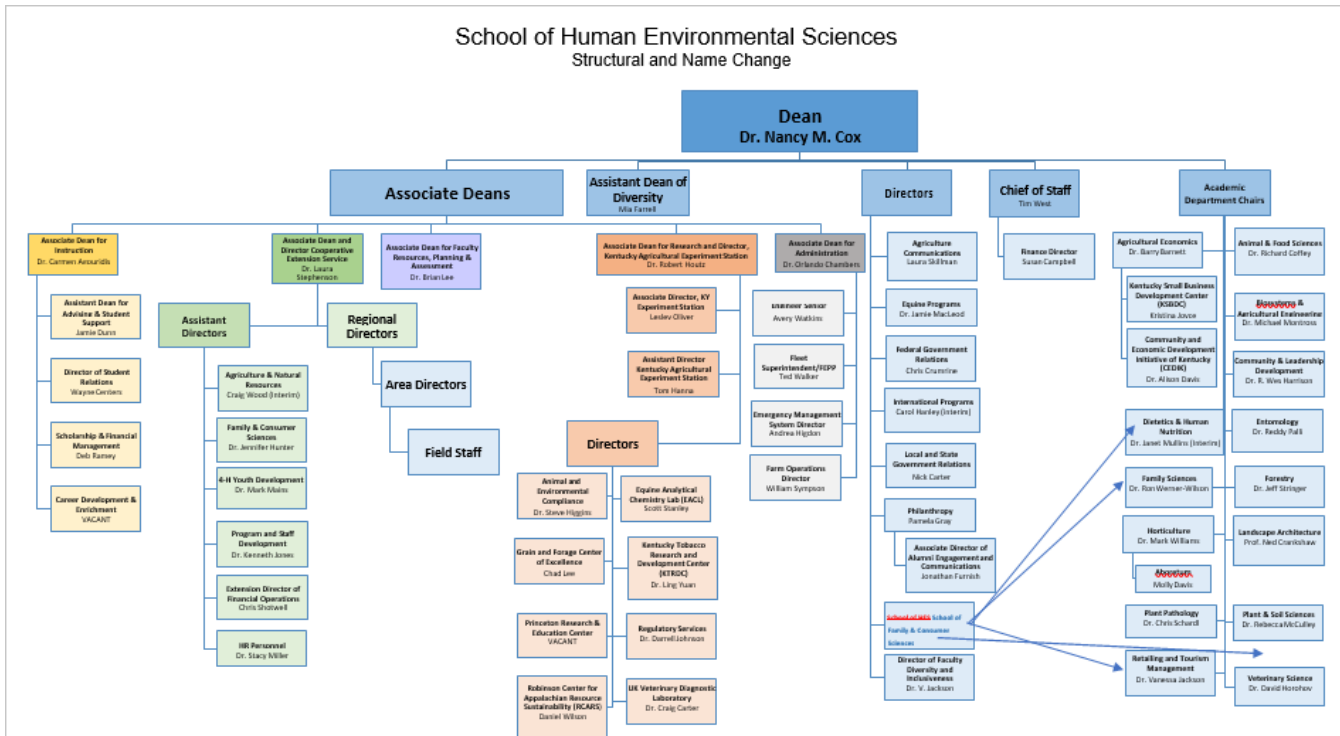
Therefore, when the permanent school director left the position in 2017, for all intents and purposes the arenas of faculty affairs and student services in the 3 academic departments in the school were managed no differently than the other 11 academic departments in the college, while the temporary director for the most part managed school affairs outside the 3 academic departments.

No currently employed faculty or staff will lose employment as a result of the proposed changes.

The following organizational chart illustrates the proposed name and structural changes:

REFERENCES TO "SCFS" SHOULD BE READ AS "HUMAN ENVIRONMENTAL SCIENCES (HES)"

1. School of Human Environmental Sciences moves to "Academic Department Chairs" column and continues as an educational unit.



NOTES:

2. Three academic departments currently in the School of Human Environmental Sciences (Dietetics & Human Nutrition, Family Sciences, Retailing & Tourism Management) move to "Academic Department Chairs" column and continue as educational units.

4) How does the change fit with department, college, and/or university objectives and priorities?

One of the guiding principles of the 2018-2019 task force that studied the structure of the School of HES was to honor the important history and legacy of the school and the significance of the school in the context of the history of the university. Prior to 2003, the school was the College of Human Environmental Sciences, shaped by a history that began in 1906 with a food and elementary dietetics course. In the past, the unit has been in both the College of Arts & Sciences and the College of Agriculture, and twice been a stand-alone department or college. The alumni base has always been strong and the reach of those the unit educated has enriched lives across Kentucky and beyond for more than 100 years.

The mission and the vision of the three academic departments in the school are a critical component of the college's land-grant mission and they will continue this role moving forward as the Commonwealth continues to grapple with serious economic, health, and family issues. Further, the SFCS will complement the three academic departments and vice versa, as it also continues to strive to move forward in the area of family and consumer sciences.

The change puts the 3 academic departments on the same footing as the other 11 academic departments, while at the same time eliminates an administrative layer that emphasized how the 3 departments were managed differently. While the structure was needed and effective in 2003, the additional administrative layer is no longer needed and, in the context of the 3 academic departments, is no longer effective.

An additional recommendation of the review task force is to explore reopening the bachelor's level Family and Consumer Sciences Education program. If the program is successfully reopened, the name change would facilitate the recruitment of students, as the term directly aligns with the nomenclature used by the Kentucky Department of Education.

- 5) **How does this change better position the proposers relative to state and national peers, as well as University Benchmark Institutions? How does the change help UK meet the goals of its strategic plan?**
- The three academic departments can exhibit their strengths as stand-alone departments, rather than having their accomplishments viewed under the umbrella of a school. The departments will no longer function in an environment where the school might receive real or perceived credit for their work.
 - The alignment of the three departments is with their national professional organizations and accrediting bodies, not with the school. With this change, the three departments will be a part of the broader college where each department and program is aligned with the larger profession.
 - Removing the administrative layer of the school will better align the three departments with how the college operates with the other 11 departments.
 - Collaboration is no longer limited to the three departments within the school, but expanded to 14 college departments, as well as departments and units outside the college and beyond.
 - Grant opportunities are most often departmental and program specific, not school specific, which will give the three departments a more level playing field when seeking grants. Departments that are successful in receiving extramural funding will receive credit for this funding instead of the school.
 - The strategic indicators of the 2015-2020 UK Strategic Plan are undergraduate student success, graduate education, diversity & inclusion, research & scholarship, and outreach & community engagement. Removing an administrative layer that made sense and was effective in 2003 but is no longer relevant in 2020 allows the three academic departments to further excel in these five strategic areas. These departments have outgrown the stepping stone the school provided them when the College of Human Environmental Sciences became a School of Human Environmental Sciences.
- 6) **Who are the key personnel associated with the proposed unit? Provide qualifications of these personnel in a brief form. A complete curriculum vitae for each person is not needed, although pertinent information in tabular format is helpful.**

REFERENCES TO "SCFS" SHOULD BE READ AS "HUMAN ENVIRONMENTAL SCIENCES (HES)"

The structure of the three academic units and their leadership will remain the same. Dr. Vanessa Jackson is the current chair of the Department of Retailing & Tourism Management (RTM), Dr. Janet Mullins is the interim chair of the Department of Nutrition & Food Science (NFS), and Dr. Ron Werner-Wilson is the chair of the Department of Family Sciences (FAM). These three chairs will remain in their positions until such time their appointments are scheduled to end.

Dr. Jennifer Hunter, the assistant director for Family and Consumer Sciences Extension in the College of Agriculture, Food and Environment's Cooperative Extension program, is expected to be a candidate for the position of director of the School of Family & Consumer Sciences (as per this proposal), based on the recommendation of the HES Structure Review Task Force and the committee that developed the 2019-2020 associated implementation plan. Kim Henken, the acting director of the School of HES, holds that position with an administrative overload and is in agreement she will return to her regular duties in Family & Consumer Sciences Cooperative Extension as soon as the implementation plan has been completed, as well as continue to support the School of Family & Consumer Sciences.

Dr. Jennifer Hunter currently serves the College of Agriculture, Food and Environment (and the School of Human and Environmental Sciences) as the Assistant Extension Director for Family and Consumer Sciences. Dr. Hunter is also an Extension Professor in the Department of Family Sciences. She holds her bachelor's, master's, and doctoral degrees from the University of Kentucky, in agricultural economics, career and technical education, and family sciences, respectively. Dr. Hunter began her career with the Kentucky Cooperative Extension Service (CES) in March 2001 as an Extension Associate in the Department of Animal Sciences. Today, her background includes a large cross-section of Extension experience, ranging from county agent to state specialist and CES administrator. Dr. Hunter has held primary appointments in the three principal Extension-programming areas (4-H Youth Development, Family and Consumer Sciences, and Agriculture and Natural Resources), with community and economic development programming incorporated into each of her Extension roles.

Dr. Hunter has secured more than \$50 million in external grants and contracts. Examples of extramural funders include the Center for Disease Control High Obesity Project, USDA Rural Development, and the USDA Beginning Farmer and Rancher Development Program. Over the course of her Extension career, Dr. Hunter has authored more than 150 print and electronic publications and delivered over 800 Extension educational programs.

As per the cover letter on page 1 of this proposal, the Dean is committed to a minimum of one FTE faculty member in the school and plans are already in place to increase the faculty cohort. She in fact sees the school building its faculty cohort with some speed. A call will be issued in the college for tenured and tenure track faculty members who want to move their academic home to the SFCS and it is anticipated several will commit to supporting the academic programs in the newly-named SFCS. Discussions with four faculty members are already under way. In addition, plans are in place to hire a lecturer. All these faculty members will be committed to teaching, research, and service/extension in the SFCS.

- 7) **Discuss leadership and selection process for appointing a chair, a director, or interim leader and search process, etc.**

The only immediate new appointment that is anticipated in conjunction with this restructuring is the selection of a permanent director of the School of Family & Consumer Sciences (the school is currently being led by an interim director who will return to her regular assignment). In the College of Agriculture, Food and Environment, the selection process for a faculty member to become a director or a chair is typically managed by the appropriate mission area associate dean in conjunction with the associate dean for faculty resources, planning and assessment. Planning for the selection process is completed in consultation with the dean and typically includes announcements to the college's faculty and staff, as well as to external stakeholders, alumni, and students. All parties have the opportunity to review the candidate(s) narrative statement and CV and seminars and interviews are conducted as appropriate. All parties then have the opportunity to comment on the suitability of the candidate pool, while the dean makes the final decision and appointment.

- 8) **What is the function of the faculty/staff associated with the proposed change and how is that relationship defined? Discuss DOE, adjunct, full-time, voting rights, etc.**

All three educational unit departments affected by the structure change already have approved departmental Rules of Procedure and these sets of rules are not affected by the change. The DOE, academic appointments, and voting privileges of faculty in the three academic departments are not affected by this change.

The few staff affected by this structural change are being absorbed into Cooperative Extension's Family & Consumer Sciences unit or have been absorbed into the academic departments. For example, a school computer support specialist II position has been moved to the Department of Retailing & Tourism Management with the understanding that the position serves all three departments. Another example is the School of HES budget manager position, which is focused primarily in FCS Extension. The new structure calls for the three academic department business officers to work directly with the college business analysts (dotted line reporting), rather than through a school business officer, which eliminates a previous layer of administration that the college business center did not find to be value-added.

- 9) **Will the proposed change involve multiple schools or colleges?**

No.

- 10) **If the proposed change will involve transferring personnel from one unit to another, provide evidence that the donor unit is willing and able to release the personnel.**

The restructuring involves four staff positions from the donor unit, the administrative arm of the School of Human Environmental Sciences. Since the School of HES is becoming the School of FCS and since the four staff members will be conducting essentially the same work in FCS as they did in HES, the transfer of personnel is largely transparent.

- 11) **What is the arrangement of faculty associated with the proposed change and how is that relationship defined? Discuss faculty DOE and status as adjunct, tenure track, or tenured. Describe the level of faculty input in the policy-making process including voting rights and advisory.**

The arrangement of faculty in the three academic departments is not altered with this proposal. The three academic departments remain the same, with faculty governance and voting rights in the departments guided by the three departmental Rules of Procedure and the CAFE Rules of Procedure. For more information about the rules of procedure documents, please see

http://administration.ca.uky.edu/files/2019_cafe_rop_08-21-19.pdf and
<https://www.uky.edu/universitysenate/college-agriculture-food-and-environment-rules>.

Under Dr. Hunter's leadership, the SFCS will develop a Rules of Procedure and a Statement on Evidences (SoE) for lecturers as well as a SoE for all future full-time tenure-track and tenured faculty in the school.

- 12) **Discuss any implications of the proposal for accreditation by SACS and/or other organizations.**

Based on the Southern Association of Colleges & Schools Commission on Colleges' (SACSCOC) definition of substantive change, "... a significant modification or expansion of the nature and scope of an accredited institution," this proposed change is not a substantive change.

Two of the three academic departments related to this structural change have accredited programs. The Department of Dietetics & Human Nutrition's dietetic internship program and coordinated program in dietetics are accredited by the Accreditation Council for Education in Nutrition & Dietetics and the Department of Family Sciences marriage and family therapy program is accredited by the Commission on Accreditation for Marriage and Family Therapy Education, however, these accreditations are in no way affected by this structural change.

- 13) **What is the timeline for key events in the proposed change? Student enrollments, graduates, moved programs, closed courses, new faculty and staff hires, etc.**

The key events associated with this proposed change are University Senate and Board of Trustees endorsement and approval. This change does not affect or involve student enrollments, graduates, moved programs, closed courses, or faculty and staff hiring at this time.

The 2018-2019 task force's report has already been shared with all CAFE faculty and staff, as well as key external constituents. The implementation plan has already been shared with unit leaders, faculty and staff, and Cooperative Extension Family & Consumer Sciences extension agents and Nutrition Education Program staff. Dr. Hunter shared a summary of the implementation plan with alumni at a meeting this past year.

Once the name and structural changes are approved, a formal announcement will be shared with alumni and stakeholders, and CAFE faculty and staff.

- 14) If the proposal involves degree changes, describe how the proposed structure will enhance students' education and make them more competitive. Discuss the impact on current and future students. State assumptions underlying student enrollment growth and describe the plans for student recruitment.**

There are no degree changes in the three academic units, Dietetics & Human Nutrition, Family Sciences, and Retailing & Tourism Management. There are however, two new courses under development and approval that will be located in the School of Family & Consumer Sciences. These courses will enhance these three academic units and very possibly increase enrollment in these units.

The first new course is FCS 390, Experience FCS Extension, which will cover the 16 Family & Consumer Sciences core competencies and follow up with a one-week experiential FCS tour in Kentucky. This course will be an elective and/or a professional development course.

The second new course is an FCS Extension internship principally for rising seniors who have completed the Experience FCS Extension course. This internship would occur over the summer and be followed by one or two semesters of work with on-campus FCS Extension personnel.

As stated in the task force's report, "Students identify with their individual majors, and few connect with the organization called the School of Human Environmental Sciences." That said, plans are in place for a student recruitment and success committee comprised of individuals from the four units, the renamed School of Family & Consumer Sciences, Dietetics & Human Nutrition, Family Sciences, and Retailing & Tourism Management. This recruitment and success initiative will focus on ways to better connect with the Family, Career and Community Leaders of America (FCCLA) for student recruitment, as well as seek other avenues to pool resources for recruitment efforts.

- 15) Include evidence that adequate financial resources exist for the proposed unit to be viable. A general description of the new costs and funding should be provided. A letter from the Provost, Dean, or other relevant administrators may affirm commitment to provide financial resources as appropriate. An exhaustive budget is not expected.**

There are no new costs.

- 16) The proposal should document any faculty votes and departmental or school committee votes as appropriate leading up to this point in the process. The SAOSC recommends that faculty votes be by secret ballot. Include in your documentation of each vote taken the total number of eligible voters and the number that actually voted along with the break-down of the vote into numbers for, against and abstaining. A Chair or Dean may appropriately summarize supporting and opposing viewpoints expressed during faculty discussions.

Name Change

In the fall of 2018, when the Dean of the College of Agriculture, Food and Environment commissioned a task force to study the structure of the School of Human Environmental Sciences, the task force employed focus groups, interviews, and surveys as part of their work to gather input from stakeholders. The survey asked respondents (faculty, staff, students, alumni, and external stakeholders) to share preference regarding the name of the school with three options presented – School of Human Environmental Sciences, School of Family and Consumer Sciences, and Other. Survey results are presented below and indicate a majority (66.10 percent) favor the name School of Family & Consumer Sciences. Only 26.71 percent favored retaining the old name.

Table 1. Summary of respondents

		Which one of these categories do you identify with the most?									Total
		Alumni	Faculty	Family and Consumer Sciences Extension Agent	Family and Consumer Sciences Extension Associate	Family and Consumer Sciences Specialist	Staff	Current Student	Industry partner	Other	
Which school name do you prefer?	School of Human Environmental Sciences	37 31.90%	12 52.17%	8 12.90%	2 22.22%	4 25.00%	6 18.75%	6 30.00%	1 33.33%	2 18.18%	78 26.71%
	School of Family and Consumer Sciences	71 61.21%	8 34.78%	53 85.48%	6 66.67%	10 62.50%	22 68.75%	13 65.00%	2 66.67%	8 72.73%	193 66.10%
	Other	8 6.90%	3 13.04%	1 1.61%	1 11.11%	2 12.50%	4 12.50%	1 5.00%	0 0.00%	1 9.09%	21 7.19%
Total		116 100.00%	23 100.00%	62 100.00%	9 100.00%	16 100.00%	32 100.00%	20 100.00%	3 100.00%	11 100.00%	292 100.00%

Structural Change

The structural change is identified in the task force’s report as a “core element” of the recommendations made to the dean of the college. The report states, “Collaboration is difficult to foster, but faculty feel that being more clearly integrated into CAFE will be helpful” and “Faculty expressed a clear preference to be fully integrated into the College of Agriculture, Food and Environment.”

Votes regarding the proposed changes were solicited from various entities in the College of Agriculture, Food and Environment. A chart showing the results of the voting follows.

REFERENCES TO "SCFS" SHOULD BE READ AS "HUMAN ENVIRONMENTAL SCIENCES (HES)"

School of Human Environmental Sciences Name and Structural Change Voting Tally

		No. Eligible Voters	No. Voted	For	Against	Abstained	Comments
Name Change							
	DHN Faculty*	15	15	15	0	0	Unanimous
	FAM Faculty*	15	12	9	2	1	
	RTM Faculty*	10	9	9	0	0	Unanimous: One faculty member on long-term leave; did not vote
	Dean and Assoc. Deans	4	4	4	0	0	Unanimous
	CAFE Faculty Council	10	10	10	0	0	Unanimous
	All CAFE Department Chairs**	14	14	14	0	0	Unanimous
Structural Change							
	DHN Faculty	15	15	15	0	0	Unanimous
	FAM Faculty	15	12	9	2	1	See faculty member comment***
	RTM Faculty	10	9	9	0	0	Unanimous: One faculty member on long-term leave; did not vote
	Dean and Assoc. Deans	5	5	5	0	0	Unanimous
	CAFE Faculty Council	10	9	9	0	0	One FC member did not attend meeting; did not vote
	CAFE Dept. Chairs Outside the School	11	9	9	0	0	
Moving Graduate Certificates:							
	FCS and PYD						
	Affiliated Instructors of Record	5	5	0	0	0	Unanimous
	Dean and Assoc. Deans	5	5	0	0	0	Unanimous
<p>NOTE: The name change votes and the structural change votes took place at different times; therefore, the school department chairs were included in different groups for the two votes</p> <p>*Includes three department chairs from the school</p> <p>**Includes three department chairs from the school</p> <p>***This change simplifies administration and support services in some ways, but otherwise further entrenches historical ties that make no sense in the modern world. Realignment is needed at the Provost level across colleges to stimulate interdisciplinary collaborations that actually make sense. For example, the Dept. of Family Sciences would be a better fit in the College of Social Work, and both would be a better fit (along with CLD, Psychology, Sociology, Communications, etc.) in a College of Social and Behavioral Sciences.</p>							

- 17) **The committee will want to see evidence of academic merit and support from key parties. Letters of support (or opposition) are encouraged from the relevant senior faculty and administrators. Relevant faculty and administrators include those in units directly involved in the proposed change (including existing units from which a new unit may be formed.)**

Letters appear at the end of this proposal.

- 18) **Indicate how the new structure will be evaluated as to whether it is meeting the objectives for its formation. Timing of key events is helpful.**

In CAFE, chairs and directors are evaluated annually. The evaluation includes a report from each chair and director that includes:

- Notable achievements or advancement in the department, with emphasis on significant contributions by faculty or staff
- Significant administrative activities performed in support of the administrative area
- New initiatives or programs led or supported
- Major issues and challenges and the responses to them
- Leadership contributions performed at the college, university or external level
- Scholarly activity and other professional contributions
- Future issues and challenges, planning and priorities for the department

Each chair and director is also evaluated via a survey that is distributed electronically to all staff and faculty in the college, the results of which are tabulated and shared with the dean and/or mission area associate dean.

Additionally, each department undergoes a comprehensive periodic program review every six years. The recommendations of the program review committee are vetted by the dean and associate deans, shared with the department and the dean's executive and operations council, and posted on the college's website. The department is charged with writing an annual progress report on the program review implementation plan.

- 19) **Letters of support from outside the University may be helpful in understanding why this change helps people beyond the University.**

Letters follow.

Proposal: Renaming the School of Human Environmental Sciences (HES)
to the School of Family & Consumer Sciences (SFCS)

Rationale:

A key recommendation of the 2018-2019 School of Human Environmental Sciences task force is to change the name to the School of Family & Consumer Sciences. The task force, commissioned by the dean of the College of Agriculture, Food and Environment, cast a broad net regarding the name of the unit and the SFCS is the clear front runner from all constituent groups, including faculty, staff, students, department chairs, associate deans, the dean, and donors and alumni. The alumni base is a strong one and their collective voice was a factor in determining a new name.

One of the guiding principles of the task force in all their recommendations is to recognize and honor the legacy of the School of HES and all its forerunners. One important way to do this is to continue to use the name "school." The task force wants to pay tribute to the important history and legacy of the school and the significance of it in the context of the history of the university. Prior to 2003, the school was the College of Human Environmental Sciences, shaped by a history that began in 1906 with a food and elementary dietetics course. In the past, the unit has been at times in the College of Arts & Sciences and the College of Agriculture (now the College of Agriculture, Food and Environment), and been a stand-alone college. The alumni base has always been strong and the reach of those the unit educated has enriched and improved lives across Kentucky and beyond for more than 100 years.

In addition to honoring the legacy of the School of HES, the missions of the newly-shaped SFCS are broader than that of a typical academic department because of the connection to Cooperative Extension, which is divided into the major programmatic subdivisions of Agriculture & Natural Resources, 4-H Youth Development Programs, and Family & Consumer Sciences (FCS).

Of these three arms of Extension, FCS is the only one that will be directly aligned with any one academic unit, the School of Family & Consumer Sciences. The mission of Family and Consumer Sciences Extension is to improve the quality of individual and family life through education, research, and outreach. This multidisciplinary field focuses on building assets of individuals and families to address the perennial problems faced across the lifespan.

Family and Consumer Sciences Extension operates within an ecological framework with the basic needs of food, clothing, and shelter at its core. The next level emphasizes well-being with a focus on human development, parenting, resource management, nutrition, health, and aesthetics. At the community level, Family and Consumer Sciences Extension prepares individuals for community and economic development and activity.

Professionals in Family and Consumer Sciences Extension enable individuals and families to develop capacity for strengthening families and building community for an ever-changing society. Cooperative Extension's FCS unit fulfills their mission via Extension agent positions in each of Kentucky's 120 counties and a team of 53 campus-based professionals. In addition, through a rich portfolio of extramurally funded projects, Family and Consumer Sciences Extension has [86] paraprofessional educators in 76

Kentucky counties who provide direct clientele education in support of the specific funded projects. FCS has on-campus and off-campus offices in Fayette County and faculty members that contribute basic and applied knowledge to achieving the missions of the unit. Another indicator of the breadth and depth of Extension's Family & Consumer Sciences unit is the federal and state funding record. For fiscal year 2020, Extension's FCS received a total of \$14,123,935 in grant funding, which is \$7M higher than the next largest grant-funded unit in the college. In the past five fiscal years, Extension FCS has brought over \$72M in grant funding to the university.

There are other academic units with the moniker "school" at UK, including the James W. Martin School of Public Policy & Administration, the Patterson School of Diplomacy and International Commerce, and the Von Allmen School of Accountancy. All of these academic units have no departmental substructure in their schools, but are rather schools without departments, akin to colleges without departments such as the College of Social Work.

As per Governing Regulation (GR) VII.C.1, "Departments, schools, colleges, graduate centers, multidisciplinary research centers and institutes, and interdisciplinary instructional programs are the basic educational units of the University that deliver instruction, research, and service including extension activities." The chief administrative officer of a school is a director, which is analogous to a department chair; the responsibilities of department chairs and school directors are the same. Page 10 of GR VII states in part, "The director of a school serves as chair of the faculty of the school in the performance of its assigned functions..." GR VII.F.d. also specifically references schools without departments.

While UK's Patterson School offers one MA degree, the Martin School offers three master's degrees, a graduate certificate, and a doctorate. The Von Allmen School offers a bachelor's, master's, and doctoral degrees, all in accounting, and the School of Music offers five different degrees.

In contrast, the SFCS will house a) an existing graduate certificate program in Family & Consumer Sciences (currently temporarily housed in the CAFE Center for Student Success); b) an existing graduate certificate program in Positive Youth Development (currently temporarily housed in the CAFE Center for Student Success); c) a proposed 300-level elective course, FCS 390, designed to provide an exploratory study of the field of Family and Consumer Sciences Extension, which enables individuals and families to develop capacity for strengthening families and building community for an ever-changing society; d) a 300-level internship course related to item c) above (this course proposal has not yet been finalized); e) provide an option to eventually house a reopened bachelor's degree in Family & Consumer Sciences.

This comparison shows that academic schools at UK are not cookie cutter; their structures are designed to fit the needs at hand. Nonetheless, the commonality in all these schools is that they do not have a departmental substructure, which based on GR VII is not a requirement for an academic unit to be titled a school.