



UNIVERSITY OF KENTUCKY

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April 29, 2003

Dr. Jeff Dembo, Chair
Senate Council
153 Bowman Hall
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Dear Jeff:

I am requesting a recommendation from the University Senate on the matter of organizational structure for the units currently remaining in the College of Human Environmental Sciences (Family Studies, Nutrition and Food Sciences, and Merchandising, Apparel, and Textiles).

Attached is a March 10, 2003 letter to me from Scott Smith, Acting Dean of Human Environmental Sciences (HES) that outlines the deliberative process the HES units have engaged in over the past academic year and summarizes the two proposals that emerged from this process.

Very briefly, Proposal 1 (attached) would have the Department of Family Studies join the College of Education, and the Departments of Nutrition and Food Sciences and Merchandising, Apparel, and Textile join the College of Agriculture as a School of Human Environmental Sciences. Proposal 2 (also attached) would have all remaining HES units join the College of Agriculture as a School of Family and Consumer Sciences.

After extensive debate and formal voting, the faculty in HES was unable to arrive at any clear consensus in support of either proposal. The margin of preference among various groups of faculty and staff within these programs was very narrow.

In response to Dean's Smith letter and his indication that the remaining HES units understood that the lack of consensus "imposes a greater responsibility on the administration to resolve the issue," I met with the faculty and staff on April 10, 2003 to discuss my reactions to the proposals. I indicated at that meeting that I found both proposals to have academic merit and to be thoughtful approaches to merging the three units into existing colleges at the University. At the same time,

I indicated that, based on the information that I had received and my personal analysis of the proposals, I would prefer a merger of all three, current HES units into the College of Agriculture. My rationale for that preference was threefold: 1) the overwhelming preference for Proposal 2 among alumni, supporters, and other external constituents of HES, 2) the ability to better address staffing needs within one college as opposed to two, and 3) the opportunity to integrate educational and research programs and better maintain the various curricula offered by these three units.

I asked the faculty to join with me in a full and mutual effort to make this organizational plan successful, assuming its eventual implementation, and I indicated I would seek Senate input before making my recommendation to the Board of Trustees.

I believe it is in the best interests of everyone involved to resolve this issue so that the new organizational structure will be in place by July 1, 2003. Therefore, I am requesting an expedited process for obtaining Senate advice to me on this matter so that my recommendation for reorganization for the current HES units can be placed on the agenda for the June meeting of the Board of Trustees.

Best regards,

A handwritten signature in cursive script, appearing to read "M. Nietzel", with a long horizontal flourish extending to the right.

Michael T. Nietzel
Provost

Attachments: Letter from Dean Scott Smith
Two proposals for reorganization of HES

cc: Dean Scott Smith



UNIVERSITY OF KENTUCKY

March 10, 2003

Dr. Michael Nietzel
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**College of Human
Environmental Sciences**

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Dear Provost Nietzel;

I request your assistance in determining the future organizational structure for our faculty, staff, students and programs in the College of Human Environmental Sciences. With this letter I forward two alternative proposals. Following eight months of discussion, self-analysis, and planning, no clear consensus has emerged favoring one proposal over the other. At this time, I do not believe that further debate within the College will resolve the issue.

The attached materials include:

1. a report on the most recent and final poll of faculty and other personnel in HES,
2. copies of both proposals,
3. a summary, plus full documentation, of the events and processes leading up to the development of two proposals and the poll,
4. a virtually complete collection of input I have received from all sources since becoming Acting Dean.

As concisely as possible, the situation is:

- Proposal 1 stipulates that Family Studies joins the College of Education as a new department, the other two departments join the College of Agriculture as the School of Human Environmental Sciences; this proposal also describes a variety of measures to sustain viable programs in family and consumer sciences. (chart attached)
- Proposal 2 stipulates that all HES programs and personnel join the College of Agriculture as a School of Family and Consumer Sciences. (chart attached)
- The tenure-track Faculty favor Proposal 1 by a margin of one vote; the vote divided largely, but not exclusively, along departmental lines.
- However, among all those with academic appointments the vote was 22 to 15 in favor of Proposal 2.

- The total population polled favors Proposal 2 by a modest margin, 37 to 29.
- There is convincing documentation that most alumni strongly favor Proposal 2.
- The Colleges of Education and Agriculture indicate the appropriate support required to implement either proposal, if approved.

I can state with confidence that HES personnel understand the Board of Trustees has final authority and responsibility for this decision. We also understand that the inability to arrive at consensus within the College imposes a greater responsibility on the administration to resolve the issue. The Faculty expect that the Senate will be appropriately consulted before a recommendation to the Board is developed. All of us associated with Human Environmental Sciences remain fully committed to working for an expeditious resolution, in any way we can.

Since I assumed the position of Acting Dean of Human Environmental Sciences in August of 2002, all in the College have worked diligently to resolve the issues raised by the Futures Task Force and the university administration's subsequent mandate for change. Faculty, staff and many stakeholders have committed much time, thought and energy to developing plans for advancement of family and consumer sciences in Kentucky. I want to report that all personnel in Human Environmental Sciences have responded constructively in the face of considerable stress and challenge.

I regret that I am unable to forward an unambiguous recommendation for conclusion of this matter. However, I am convinced that either proposal offers the opportunity for advancement of human environmental sciences and for the University of Kentucky.

Sincerely,



M. Scott Smith
Acting Dean



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This page was last updated on 4/24/03. Please direct questions and comments regarding this page to rjone00@www.uky.edu.

Proposal 1

**PROPOSAL TO REORGANIZE THE
COLLEGE OF HUMAN ENVIRONMENTAL SCIENCES**

INTRODUCTION AND SUMMARY

Acknowledging the mandate for revolutionary change of the College of Human Environmental Sciences, the Faculty of the College chooses to submit this progressive proposal for reorganization of the College. We believe that many of the most critical and positive features of our tradition in family and consumer sciences can be sustained, while aggressively pursuing innovative opportunities for advancement in a new administrative configuration. Our vision includes:

- Enhancing opportunities for our faculty in research and academic achievement,
- Renewing our commitment to serve the families and consumers of Kentucky and the nation,
- Sustaining holistic, multi-disciplinary education in family and consumer sciences,
- Developing new, fruitful partnerships with scientists and educators throughout the university,
- The conviction that research, education and outreach on family and consumer science issues are now, and will remain, at the heart of the University's pursuit of our "higher purpose".

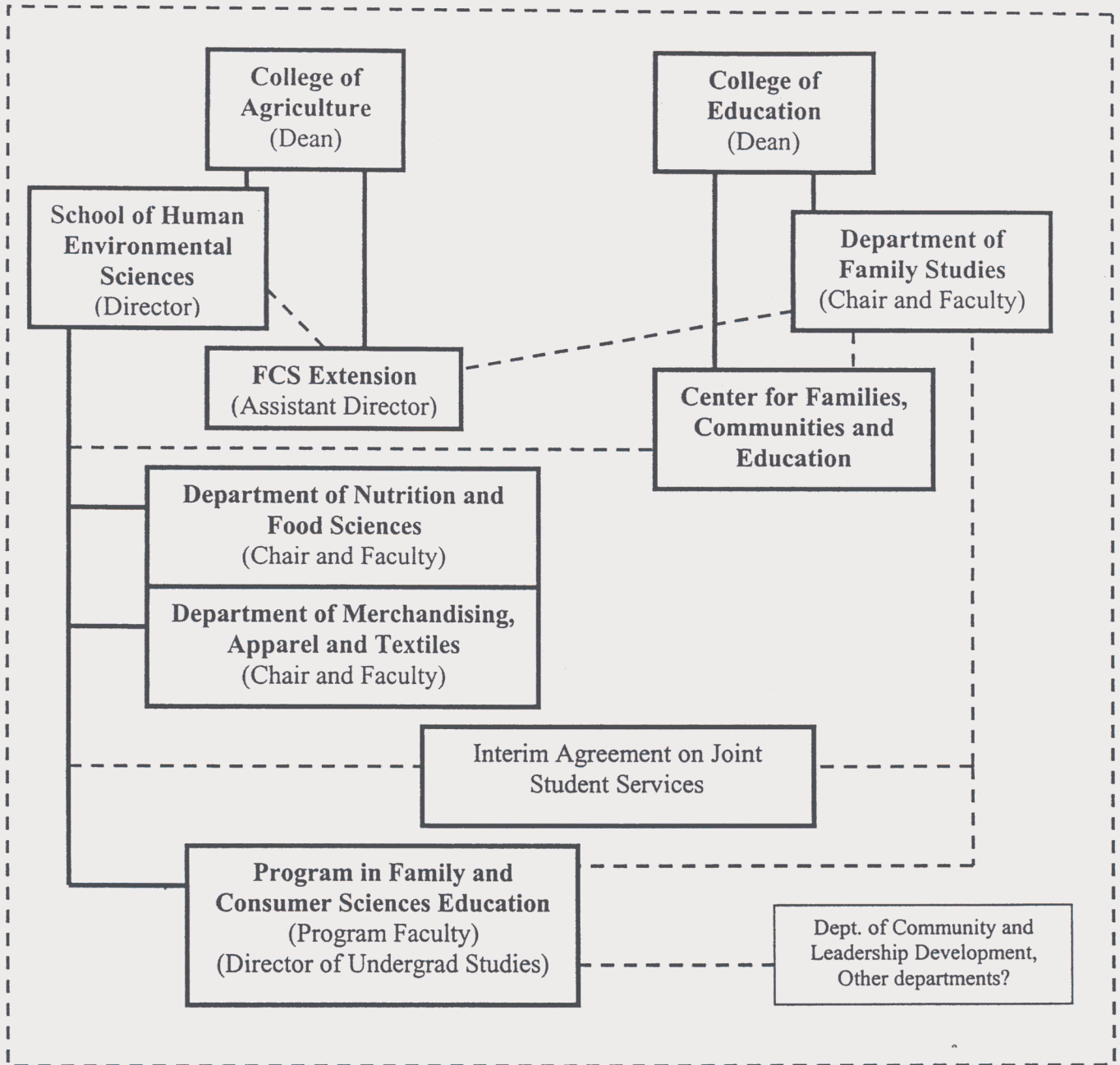
This proposal addresses issues of academic unit organization, administrative relationships, overall program responsibilities and faculty appointments. Following a protracted interval of uncertainty and administrative chaos for our students, staff, alumni and faculty; an expeditious consideration of these issues is urgently requested. We are resolved to move forward, and wish to do so as soon as possible. In this proposal we provide a description of, and justification for, specific organizational changes. We also will fully document the process by which we arrived at this point.

Numerous issues, particularly those related to curriculum and degree program changes are, admittedly, not resolved with full specificity in this document. We indicate plans and approximate schedules for developing and submitting complete proposals for approval through appropriate processes. We are convinced that development of a reorganization proposal that is both specific and comprehensive is neither desirable nor feasible at this time. First, the necessary delays would be extraordinarily destructive of our academic efforts. Second, we are unable to sensibly and constructively address some issues prior to a decision on overall organizational structure. Third, many remaining issues require further careful deliberation, negotiation, and analysis.

At this time, we request review and approval of the following:

1. The College of Human Environmental Sciences is dissolved.
2. The Department of Family Studies joins the College of Education.
3. The Department of Nutrition and Food Sciences and the Department of Merchandising, Apparel and Textiles join the College of Agriculture in a new organizational entity titled, the School of Human Environmental Sciences.
4. The Center for Research in Families and Children is assigned administratively to the College of Education with the new title, Center for Families, Communities and Education.
5. Administrative responsibility for the two options within the Family and Consumer Science major is divided between the two colleges; with the Teaching/Education option in the School of Human Environmental Sciences, and the non-Teaching option in the Department of Family Studies. It is stipulated that a proposal for formal division will be submitted within one year.

I Proposed Structure for Reorganization College of Human Environmental Sciences



Solid lines: formal administrative relationships

Dashed lines: collaborative relationships, documented by Memorandum of Agreement

Section I

SUSTAINING MULTI-DEPARTMENTAL PROGRAMS AND FUNCTIONS IN FAMILY AND CONSUMER SCIENCES

Under the proposed plan, the integrative focus of Family and Consumer Sciences can be sustained by the areas we, the Faculty of the current College of Human Environmental Sciences, define for collaboration. Our continuing vision seeks to merge new and developing knowledge about people, their physical relationships with the environment, their incorporation of the technological advances of the era and the personal strengths they develop to maintain participation in family and consumer systems.

Wherever faculty and programs are housed, there are commonalities that can be sustained via agreements of affiliation. Collaboration will be trans-disciplinary and cross disciplinary and allow for:

- Integration of an instructional program in family and consumer sciences merchandising apparel and textiles and nutrition and hospitality management to meet accreditation requirements,
- Research across colleges, departments and faculty groups to generate new knowledge and successful outcomes
- Service and outreach that apply research data to resolve chronic family and consumer problems.

The School of HES and the department of Family Studies will collaborate on subject matter areas wherever these support the needs of families and individuals in Kentucky and abroad. Some examples include:

- Promote an understanding of family food security, clothing consumption, consumer protection, and family literacy in product marketing using typical and electronic media.
- Examine forces affecting availability and acceptance by consumers of value added options in the food and clothing areas.
- Examine issues of consumer education in merchandising, trend analysis, forecasting, labeling, product utilization, sensory evaluation and nutrient analysis.

Analyze economic, social, cultural, political, historical and psychological information to make merchandising, hospitality and tourism decisions.

- Use textile science to examine appropriate care procedures for textile products.
- Understand legislation as it affects choices in textile products.
- Understand dietetics and its therapeutic impact on scientific knowledge of pathophysiology to consumer food and health choices and the industrial food supply.
- Build Family and Consumer Sciences human capital to sustain environmental resources around Kentucky Heritage.
- Analyze technology and economics as they affect merchandising, hospitality and human resource management.
- Promote practical attention to Commonwealth initiatives in convention and events planning, merchandising, marketing, tourism, food and clothing systems.
- Examine marketing of Kentucky grown products, family food heritage, cultural food ways, and textiles and apparel.
- Understand the relationship between nutrition and the brain in human lifespan, physical and cognitive development.

- Build an understanding of life cycle issues from birth to old age in relation to economics, consumerism, leadership, health security and life management skills.
- Promote an understanding of the relationship between clothing, food systems and culture and developing an appreciation of cultural diversity.
- Understand the impact of social, political, economic and cultural change as it impacts family consumption, nutrition, health, and appearance issues.
- Analyze the relationship between poverty and its impact on the family, particularly in the area of nutrition, health, and clothing consumption.

The expectation is that many other areas will emerge as faculty see opportunities to pursue their individual and departmental interests. In this section we describe specific plans for several areas of cooperation and interaction requiring immediate attention and decisions.

Instructional Program in Family and Consumer Science Education:

The program in FCS Education provides the university with an important link to practitioners and alumni around the Commonwealth. Graduates of this program continue to be in demand in schools and in the Kentucky Cooperative Extension Service. We agree that sustaining this program is justified both with respect to our disciplinary traditions and our commitment to serving the people of Kentucky.

The proposed reorganization provides for continuation of the teaching option in the Family and Consumer Sciences major, as a cross-departmental, holistic program, under the administration of The School of Human Environmental Sciences. The long term expectation is the evolution of an innovative, new educational program for professionals engaged in formal (teaching) and non-formal (extension) education in Family and Consumer Sciences.

Additional considerations:

- To sustain collaborative program operation with the Department of Family Studies (and perhaps other units, e.g., Agricultural Education program in the Department of Community and Leadership Development) a multi-departmental Program Faculty in Family and Consumer Science Education will be identified for direction and delivery of the program, curriculum management, etc. The Program Faculty will initially consist of those faculty in the College of Education and the College of Agriculture teaching required courses in the curriculum. Additional appointments may be recommended to the Chair of the Program Faculty at any time by department chairs in FAM, NFS or MAT.
- Administrative responsibilities, representation on the Program Faculty and other aspects of instructional interdependence will be documented by memorandum of agreement or understanding.
- The Director of the School of Human Environmental Sciences will serve as Chair of the Program Faculty.
- A Director of Undergraduate Studies in FCS Education, recommended by the Program Faculty and the Director of the School of Human Environmental Sciences and approved by the deans of the participating colleges, will oversee regular operations of the program. The Director of Undergraduate Studies may hold an academic appointment in any of the collaborating departments in Agriculture or Education.
- Dr. Karen Alexander will serve as the initial DUGS.

- Cross-college teaching commitments and service course requirements will be documented by Memorandum of Agreement. Such agreements will be sought with Interior Design as well.
- Since the FCS Education program was merged within a more comprehensive Family and Consumer Science major only two years ago, formal approval of a proposal to split and restructure the existing major will be required. The intent will be to complete and submit this proposal within one year of administrative reorganization of the College of HES. Upon approval of this change in the major, current students will continue to be allowed to complete their degrees.
- The non-teaching option in Family and Consumer Science will remain under the direction of the Department of Family Studies.
- Currently, the Masters programs in FCS and Ag Education are formally linked to the College of Education but operated by faculty in HES and Agriculture. We assume that this administrative arrangement can continue for the near future. However, we strongly recommend a joint review of this structure within the next two years.

Accreditation in Family and Consumer Sciences

We affirm that maintaining accredited status with the American Association of Family and Consumer Sciences is of significant value for our Faculty and our graduates. This will be sustained through continuing inter-college collaboration, with administrative coordination of accreditation-related activities residing in the School of Human Environmental Sciences.

To support this objective:

- The Director of the School of Human Environmental Sciences will serve as the coordinator and contact individual for issues related to accreditation by the American Association of Family and Consumer Sciences.
- The Director will consult with and be supported by an Accreditation Committee with appropriate representation from FAM, NFS and MAT.
- The School of Interior Design will be invited to designate a participant in this committee.
- The Director and Accreditation Committee will, within one year of College reorganization, consult with the accrediting body on satisfying requirements in the context of a new administrative configuration, and negotiate and document any agreements necessary to sustain accreditation.

The Center for Families, Schools and Education

The proposed Center is described and justified in more detail in Section II. Briefly:

- This Center will be administered by the College of Education.
- It will provide an exciting opportunity for evolution and advancement of programs currently conducted by the Research Center for Families and Children.
- The Center will be committed to supporting fruitful collaboration and full participation by Faculty in the School of HES and Cooperative Extension, and agreements related to this collaboration will be actively considered subsequent to reorganization.
- Allocation of resources currently appropriated to the Research Center will be negotiated by the Deans and the Provost, with full consideration for the greater role of the College of Education in assuming these functions.

Interim Agreement on Joint Student Services

In consideration of the potential impact of this reorganization on current and future undergraduate students, we are committed to sustaining the excellent quality of student services now offered in the College of Human Environmental Sciences. Every effort will be made to provide continuing students in HES majors with the opportunity to complete the program in which they enrolled, receiving a similar quality of support services. Minimal short-term disruption of advising staff, and other student services operations is expected under this proposal for an interim agreement on providing joint student services.

- For a period of at least four years, the College of Education and Agriculture will agree to allocate staff and resources, at the current level, to a joint Student Services office providing support for all undergraduates enrolled in programs administered by either the School of Human Environmental Sciences or the Department of Family Studies.
- At the conclusion of four years, student services will be jointly reviewed by the two colleges.
- Staff lines and budgets for HES Student Services will be equitably divided between the College of Agriculture and the College of Education, as negotiated among the Deans and Provost, with full consideration for the relative magnitude of undergraduate service responsibilities being assumed by the two colleges.

Alumni and Development

The College of Human Environmental Sciences enjoys outstanding support from a distinguished and dedicated alumni base. We pledge to sustain our connections with those friends and alumni, but recognize that our new configuration will require new channels of communication, and even greater efforts to build these essential bridges.

- The College of Agriculture will provide support for alumni and development functions in the School of Human Environmental Sciences; the College of Education will provide this support for the Department of Family Studies.
- The Alumni and Development Officer for the College of HES will join the alumni and development team in the College of Agriculture, but will continue to provide dedicated alumni and development services for the School of HES, and will collaborate with initial advancement efforts for Family Studies.
- The College of Education and the School of HES will fully cooperate in establishing appropriate linkages to those alumni and friends who choose to remain closely tied to Family Studies, or who prefer to remain connected to both HES and Family Studies.
- An equitable allocation of current endowment and scholarship resources will be negotiated, with full respect for the original intent of donors. Donors will be consulted whenever appropriate and possible.
- Alumni will be fully and fairly informed of the reorganization plan and provided with an option to designate their affiliation with either the School of HES or the Department of Family Studies.
- An equitable allocation of current HES budget resources in alumni and development will be negotiated by the Deans and the Provost.

Program in Family and Consumer Science Extension

The challenges and decisions we face present us with a most appropriate time to renew our commitment to the full scope of the Land Grant mission including outreach, service and extension. The reorganization of the College of HES suggests numerous opportunities for strengthening the

partnerships among the Cooperative Extension Service (funded and administered by the College of Agriculture) and other units active in family and consumer issues. New outreach partnerships, for example a potential collaborative role for Extension in the Center for Families, Schools and Education, or other functions of the College of Education will be aggressively explored.

Initially the reorganization proposal specifies that:

- Tenured or tenure-track Extension Faculty in Family Studies, Consumer Economics, Nutrition, Apparel/Textiles, as appropriate, will hold academic (Extension Title Series) appointments in the Department of Family Studies; Merchandising, Apparel and Textiles; or Nutrition and Food Science. (This is specified in Attachment 1.)
- Specifically, Sam Quick and Bob Flashman will have a tenured, academic appointment (Extension Title Series) in the Department of Family Studies with the rank and title of Extension Professor, and will remain full faculty partners in that unit.
- Documented agreements will be developed regarding the joint role of the department chairs in FAM, NFS and MAT and the Assistant Director for Family and Consumer Sciences in the direction, support and evaluation of Extension Faculty with academic appointments in any of the three departments.
- Promotion dossiers for all FCS Extension faculty with tenure-track, academic appointments will be submitted through the College of Agriculture, but after full and documented consultation with the departmental Faculty and chair.
- The College of Agriculture will continue to hold the lines and budgetary responsibility for all Extension Faculty.
- Non-faculty Extension specialists and staff will report to the Assistant Director but, by mutual agreement, may be assigned to negotiated collaborative relationships with other units (For example, such an agreement will be considered for C. Gnatuk and FAM).

Proposal 2

PROPOSAL TO CREATE THE SCHOOL OF FAMILY AND CONSUMER SCIENCE IN THE COLLEGE OF AGRICULTURE

To Include the Departments of Family Studies; Nutrition and Food Sciences; and
Merchandising Apparel and Textiles

INTRODUCTION

Much has happened since the Future Task Force recommended the elimination of the College of Human Environmental Sciences. For almost a year now, the administration has been acting on the advice of the senate, faculty committees, alumni, and other interested parties to make a decision that would best represent and support all stakeholders. The most recent deliberations have led to the following choices:

- A. All departments remaining together as a School of Family and Consumer Science in the College of Agriculture
- B. Department of Family Studies in the College of Education, and Nutrition and MAT in the College of Agriculture.

We believe that splitting the existing College will create an environment that hinders growth of research, teaching, and outreach. The long-term implications of this split need to be carefully weighed in relation to an expeditious resolution of our current state of uncertainty. However challenging these issues may be, we believe splitting programs into two colleges poses more complexities and contradictions than the effort to keep the program together. Therefore, we present this proposal to be considered as an alternative to splitting into two colleges.

The decisions made now will have long-term effects on generations to come. The College of Human Environmental Sciences has a history of providing solid curriculums and outstanding graduates. Questions remain as to the necessity of disbanding a system that works well and has such great potential for the future.

The remaining three departments in the past have operated from a common body of knowledge, which exists among and between the departments. Family and Consumer Sciences includes but is not limited to the unique concept of family systems/dynamics/roles, human development across the life span, resource management, wellness, human nutrition and food, apparel and textiles, and shelter and design of near environment. The family and consumer sciences profession reflects on integrative, synergistic, and interdisciplinary focus by combining these interdependent specializations into a meaningful whole to enhance the quality of life for individuals, families, and communities, and to enhance the environments in which they function.

The Department of Family Studies has a long history at the University of Kentucky for working collaboratively with the Colleges of Education and Social Work, the Sanders Brown Center on Aging, the Medical School, and other units on campus. The department does not expect these relationships to change or be altered merely because of the administrative placement in the College of Agriculture or Education. The Department of Family Studies at UK is known

throughout the nation for its fine programs and productive faculty. Faculty members are proud of the new PhD program which focuses on prevention. Enrollment in the program has doubled in just one year. The students are represented by high intellect and good diversity. Faculty are dedicated to continuing to build a sound, well funded research program that will be second to none in the nation. Within the last year grants writing efforts have greatly increased and publication of research articles by faculty have also made progress.

It is clear that there are faculty members in former HES, Family and Consumer Sciences Extension Faculty and agents, alumni, students support services, and development who strongly support the three departments remaining together as one unit. The objective of this proposal is to provide support for creating a School of Family and Consumer Science in the College of Agriculture.

RATIONALE

Throughout the nation, there exists in almost every state an accredited college, school, or department of family and consumer sciences. Only one accredited unit of family consumer sciences exists in the state of Kentucky; this unit is on the University of Kentucky campus. The accreditation process mandates that there be a common body of knowledge among units, and that the unit be under the direction of one administrator. If Family Studies goes to the College of Education, this will seriously damage, if not eliminate, the one accredited unit within the state of Kentucky. As was discussed in the College faculty meeting on December 10, 2002, AAFCS accreditation process is involved and will need detailed coordination. The needed coordination will be more complex if units are in two colleges rather than all units together. In addition to this problem that would be created with the accreditation process, there are other concerns fragmentation of the units might create. Maintaining a student service structure that currently serves well all students within the three units would be far more problematic if units separate. For example, specific issues and questions relating to student services are: just how would a unified Center for Student Services operate? Responsibility/authority for certain kinds of procedures are mandated by University Rules which clearly states that a Dean's office must handle for undergraduates, for example, withdrawals, reinstatement, approvals of late added courses, etc. These issues are already in place and working well for all departments.

Undergraduate student advising in HES has been very effective. Trying to coordinate this service across curriculums in two different colleges would be difficult at best. HES 100 and 400, the two basic courses for all majors, would be difficult to operate for all students. It is almost impossible to foresee or anticipate what difficulties may be encountered with efforts to meet the "common body of knowledge" requirement of AAFCS certification if the units are separated. Development and fundraising efforts, which has been outstanding for the three units, would have the potential for being less active. The benefits and justification for staying together a School of Family and Consumer Sciences are discussed below:

- All units in HES help support the coursework and resource needs of the program in Family Consumer Science Education, currently housed in Family Studies. If HES splits to two separate colleges there is concern about how the needs of this program, including

resources, teaching, and administration between two colleges. If all units move to the College of Agriculture, support to this program remains uninterrupted.

- All of the stakeholders (students, faculty, staff, Family and Consumer Sciences Cooperative Extension, alumni, degree programs, development, and resource allocation) will be affected by splitting up and fragmenting the units. The division of resource will seriously impede the progress of our programs and prove to be a major setback to the units. It makes logical sense, after interior design and the previous administration moved, to consolidate the remaining resources in support of a school that houses the three departments and the research center.
- The units in the college have been responsible for administering coursework. If the units are fragmented, this will make course availability very difficult to achieve. Faculty will find it difficult to persuade a new administration to maintain services needed and/or to obtain necessary support from NFS and MAT administrators for program offerings in a different college.
- Thanks to the leadership of the development officer for the College of HES and the development officer for the university, our promising vision of an Early Childhood Development and Family Center is close to becoming a reality. It has now become a university priority and donors are poised to make major financial commitments toward the construction and operation of this integrative center that will represent “the engaged university” at its best. It appears that the splitting up of former CHES units would severely compromise the center’s future and integrity.
- Special events (Awards Banquet, Evening of Excellence, Development Initiatives, and Students Services) will suffer from disjointed efforts and the lack of central coordination. The HES Hall of Fame will lose the significance of its recognition and will not be able to sustain its merits to inductees.
- As indicated in a memo from the Chair of the Council for Accreditation of the American Association of Family and Consumer Sciences, the University of Kentucky Family and Consumer Sciences Program is and has been a longtime leader. Fragmentation of the unit will jeopardize its accreditation. The FCS unit at the University of Kentucky is the only University in the state that holds the accreditation. UK cannot afford to lose any competitive advantages as it strives to become a top twenty institution.
- In the past, the three departments have depended heavily on Extension Faculty to conduct the service and outreach component of the Land Grant mission. We depend on a close relationship to disseminate research in an integrated way to the larger society. Each department has Extension Faculty. We believe that if the departments are not kept together as a unit, the work with Extension Faculty could be greatly inhibited and would have to work with the College of Agriculture to determine if Extension appointments in other Colleges would meet their objectives.

- The College of Agriculture has been the academic unit most strongly engaged in fulfilling the Land Grant mission and is nationally recognized for its outreach to all Kentucky families through the Cooperative Extension Service. The College of Agriculture has offered an agreeable plan and process to join their resources, research and education with the School of Family and Consumer Sciences thus strengthening the disciplines of both.
- The Alumni Association and the State Extension Agents have overwhelmingly endorsed and supported keeping all current departments of HES together as a scholarly unit and being placed in the College of Agriculture as a School of Family and Consumer Sciences.

Creating a School of Family and Consumer Sciences including all three departments would allow, encourage, and maintain supportive relationships with Cooperative Extension, Experiment Station, the Department of Community and Leadership Development, and Alumni. All of these units in the past have worked cooperatively with the Department of Family Studies whose goal is to improve the lives of families and children in the Commonwealth. In order to support the Mission of Family and Consumer Sciences the College of Education may not be the most productive way to meet the holistic needs of children and families within the Commonwealth. Further, if Family Studies is located in Education and the two other departments in Agriculture, it may not encourage the necessary interaction and participation. On the other hand, if the units stay together and work with the proposed Center for Family Consumer Science in Agriculture, opportunities could multiply for collaborative work.

STRUCTURE

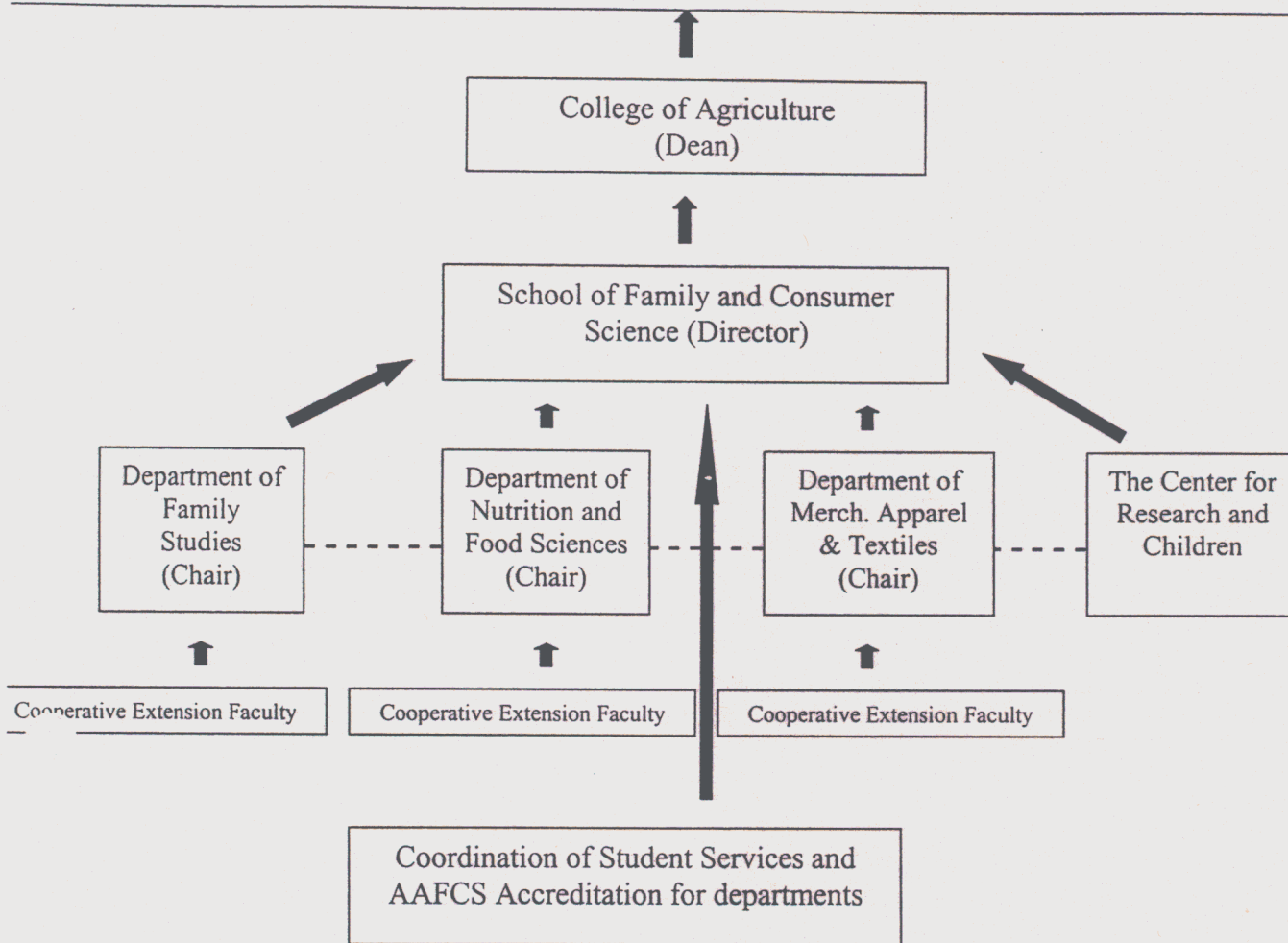
The newly created School of Family and Consumer Science would be placed in the College of Agriculture. At present this is the only college on our campus with an administrative structure and resources to support and advance the proposed School of Family and Consumer Science. In addition, programs in HES (formerly Home Economics) historically had their foundational relationships with agriculture. Experts and consultants in the field of family consumer sciences today would encourage the creation of a school rather than fragmentation of the units.

This proposal calls for the School to have an interim director until other alternatives are agreed upon. The director would report directly to the Dean of the College of Agriculture and will be responsible for the following:

- Lead continuing review and planning processes,
- Report directly to the Dean of Agriculture and be the primary point of contact with the College administration on behalf of the School,
- Will be responsible for numerous functions focusing on accreditation, program development and leadership of the FCS Education program,
- Will represent the School to external constituents,
- Is expected to eventually assume responsibility for most business function of the School,
- Will maintain separate budgets for the three departments

The immediate issue to be dealt with in this proposal is the necessity of keeping the three units together as a School of Family and Consumer Sciences in the College of Agriculture.

**University of Kentucky Mission – Outreach, Scholarship
Well-being of Families and Children**



* Dashed lines indicate exchange of synergies between departments and the Center for Research and Children

* In order to fulfill the Land Grant mission, Cooperative Extension faculty will continue in their respective departments

* Alumni and development structure will not change

* Departmental staff support will not change

SUMMARY

This brief proposal highlighted the background, rationale, structure, impact, and benefits for creating a School of Family and Consumer Sciences that would administratively be placed in the College of Agriculture. We believe that positive action to support this proposal will assist in maintaining strong programs and, will be cost effective.

In reviewing the University of Kentucky's *Guidelines for Proposals to Create and Educational Unit or Alter its Status* that was distributed by the Faculty Senate, several issues need to be raised relating to departments of HES splitting into different colleges. Commitments to students need to be considered. If HES separates, will our current level of excellent advising and coordination of these efforts with faculty be honored? Currently, college advisors address the needs of all students. How would this be coordinated in a split and would it have a negative impact on students? Are we sure that instructional resources will not be affected? How can there be an assurance for adequate resources to students if Family Studies is in Education and MAT and NFS are in Agriculture? We believe that these issues are almost impossible to get resolved after a split has happened. Staying together does not guarantee resolution of student and resource issues, but it does allow a cohesive situation that will not, out of necessity, demand new resources.

Although resources are not part of this discussion it is expedient to mention how funds to support programs will be impacted. For example, endowed faculty positions are on hold in the College. How will those be allocated? All three departments currently have vacant faculty lines waiting to be filled. If the three departments remain together as a School of Family and Consumer Sciences, the potential for less conflict over limited resources would be minimized.

Graduate programs in the departments will also be impacted if the three departments are separated. How will graduate programs be sustained where there are splits in the student body?

A split of the college may produce new and complex issues related to staffing. We believe that a split will have only a negative impact on staff shortages, an increased burden to faculty. We cannot rely on administration to supply more staff, particularly under the current budget restraints. We certainly cannot expect additional resources to smooth the path of integration as we join a new college. If we are able to stay together, it will be easier to retain the current staff positions.

In general, although a split of the college may seem to some to be a feasible solution to current problems, can we be assured that a future political climate at the University and/or department level will be supportive to such an initiative? The winds of change can be unfriendly, particularly to a smaller unit in a large college. By staying together, there is a lot more strength to weather changes, particularly if those changes pose a threat to a program. Also, it is important to consider that talk is one thing and what happens when a college actually gains new faculty lines is another. Can we be assured that once lines are removed to a new college, promises will be kept for the long haul? A unit in isolation has a much smaller voice to protest than multiple units who have remained together.

It would be easy in this restructuring process to honor the needs of smaller groups. However, there is a more global issue to be considered. We do have a mandate to our students, our state and our alumni to perpetuate our promise to serve the Commonwealth and the nation in ways that are supportive of all our futures.

The proposal supporting the Department of Family Studies being placed in the College of Education as an option had real merits and opportunities for future development. However, we do not believe that the suggested option is in the best interest of the faculty in all three departments.

This proposal had input from the following entities:

- The three department chairs
- Some faculty in the Department of Family Studies
- Extension Faculty in Family Studies
- State (Extension) Office for Family and Consumer Sciences
- Student Service in the College of Human Environmental Sciences
- College Development Office
- Some faculty from MAT and NFS in the College of HES
- The Alumni Association
- Graduate Students

Thank you for accepting and considering this proposal.