Who We Are

The Department of Nutrition and Food Science is situated in the School of Human Environmental Sciences, College of Agriculture. As an integral part of a land-grant institution, the Department of Nutrition and Food Science offers a range of knowledge and skills to enhance human health and well being. The Department uses a multidisciplinary approach to educate and help individuals, families, businesses, and communities. The arts and sciences provide the basis for the program areas. We apply the biological, physical, and social sciences to challenges in nutrition, foods, dietetics, hospitality management, and tourism.

The Department holds a unique position in Family and Consumer Sciences Education. Our teaching, research, and extension programs are part of a national system that maintains a statewide presence and links local, state, and global issues.

Our Vision

The Department will be a leader in improving the quality of life of individuals and families in Kentucky, the region, and the nation through rigorous academic programs, state-of-the-art research, community-driven extension, and engagement opportunities.

Land-Grant Values

As a Department, we are guided by the values underlying the land-grant philosophy:

- **learning** – enhancing access to education opportunities for all;
- **discovery** – expanding knowledge through research; and
- **engagement** – collaborating with diverse institutions, communities, and people to improve lives.

A hallmark of our work is the integration of these three values – learning, discovery, and engagement – into programs that make a difference.

Our Mission

The mission of our Department in our education, research, and service is to:

- promote healthy lifestyles through wise, nutritionally-sound, food choices and regular physical activity;
- enhance the well being of people through meaningful and enjoyable hospitality and tourism experiences; and
- expand economic opportunity by generating and sharing knowledge of human nutrition, dietetics, foods, hospitality, and tourism.

As full partners in the University of Kentucky and in every Kentucky county we:

- facilitate lifelong learning, informed by scholarship and research;
• expand knowledge through creative research and discovery; and
• serve Kentuckians by sharing and applying knowledge.

The Department shall honor, sustain and advance the land-grant heritage and mission.

Goal 1
Prepare Students for Leadership in an Innovation-Driven Economy and Global Society

Educating students remains the most important way we enhance the future of the Commonwealth. Instruction is fully integrated with our other missions – research and extension. The Department expects its graduates to become leaders in their professions and their communities. To this end, the Department must attract and graduate outstanding students with diverse backgrounds and the skills to meet the challenges of the future.

Most Significant Challenges

- In majors that have experienced significant enrollment growth during the last several years, additional undergraduate enrollment will not be possible without additional faculty instructional DOE.
- Some classrooms and teaching labs are inadequately supplied.
- Freshman retention and six-year graduation rates are not up to the standards of Top 20 benchmarks.
- Graduate enrollment could be increased in the Department.

Objective 1.1 Enroll more high-ability students from under-represented groups.

Strategy 1.1.1 Participate in University and College marketing and communication efforts statewide and in strategic out-of-state and international target areas.
Strategy 1.1.2 Increase opportunities for distance learning and continuing education.
Strategy 1.1.3 Secure additional support for department-based scholarship and recruiting programs.
Strategy 1.1.4 Implement incentives for leveraging graduate student financial support with grant funds.

Objective 1.2 Improve student success, with particular attention to attrition and time-to-degree.

Strategy 1.2.1 Establish an academic staffing model based on evidence-based practices with an optimal mix of teaching assistants and full-time faculty to improve student to faculty ratio.
Strategy 1.2.2 Implement a rigorous and on-going assessment of the effectiveness of programs aimed at improving undergraduate student success in the first two years (when attrition is highest).
Strategy 1.2.3 Expand efforts to monitor student progress toward degree completion and implement a robust set of intervention and support strategies.
Strategy 1.2.4 Use the opportunities provided by the University changes in general education requirements to develop more efficient and effective curriculum and instruction delivery.
Strategy 1.2.5 Increase faculty recognition and rewards for excellence in academic and extracurricular advising.

Objective 1.3 Ensure graduates at all levels are able to demonstrate expertise in their disciplines and are prepared to succeed in professional and community settings.
Strategy 1.3.1  Create well-articulated learning outcomes for each course.
Strategy 1.3.2  Expand instructional development opportunities for innovative pedagogies that focus on active learning, effective use of technology, and assessment.
Strategy 1.3.3  Extend opportunities for high-impact academic and cultural activities for students at all levels.
Strategy 1.3.4  Develop cohesion between the curricular, co-curricular, and community service activities, particularly with regard to leadership, internationalization, diversity, and inclusion.

Objective 1.4  Increase the number of graduates at all levels to address the critical needs of the Commonwealth and United States.

Strategy 1.4.1  Maximize access to major courses through efficient use of faculty instructional DOE.
Strategy 1.4.2  Expand academic and laboratory space through efficient relocation of ancillary functions.
Strategy 1.4.3  Provide training opportunities for graduate and professional students to serve the needs of the Commonwealth and beyond, through research, teaching, clinical or professional expertise.

Key Indicators, by 2014 the Department will have:
1. Maintained ethnic diversity of the student population with African American BS enrollment at or above 6.6% (state’s population).
2. Increased the six-year graduation rate to 80 percent.
3. Reduced the ratio of majors to teaching/advising faculty to less than 20/1.
4. Increased the number of graduate degrees awarded by an average of 5 percent per year.

Goal 2
Promote Research and Creative Work to Increase the Intellectual, Social and Economic Capital of Kentucky and the World Beyond its Borders

The Department’s land-grant mission encourages truly creative research endeavors that result in the discovery of new knowledge. We aspire through our research and work to improve the quality of life for individuals and families. The Department integrates discovery science and applied research in teaching and outreach activities.

Most Significant Challenges
- Infrastructure and facilities limit the potential for continued growth of research.
- Faculty in the Department have a significant teaching load due to higher than average student-to-faculty ratios as compared to the College and University.
- Repeated budget cuts have capped faculty expansion and created vacancies.

Objective 2.1  Continue research that impacts the lives of Kentuckians and garners national and international recognition.

Strategy 2.1.1  Develop a Department of Nutrition & Food Science research agenda.
Strategy 2.1.2  Sustain and expand research and scholarly activity.
Strategy 2.1.3  Expand research collaborations with business and industry.
Strategy 2.1.4  Develop inter- and multi-disciplinary research teams, facilities, and resources within the Department, School and College, across the University, and with other Universities.

Strategy 2.1.5  Participate in School, College, University, state, regional, and national research committees, task forces, and consortiums.

**Objective 2.2**  Increase funding for research and scholarly activity.

Strategy 2.2.1  Submit funding proposals for targeted research and scholarly activity.

Strategy 2.2.2  Secure additional research fellowships and assistantships to support graduate students.

**Objective 2.3**  Increase publication of research and scholarly activity.

Strategy 2.3.1  Publish in premier peer-reviewed journals.

Strategy 2.3.2  Author chapters and books.

Strategy 2.3.3  Present scholarly work at national and international conferences.

Strategy 2.3.4  Foster undergraduate and graduate student presentations and publications.

**Objective 2.4**  Use research findings to revise and design academic, extension, and engagement programs.

Strategy 2.4.1  Develop translational research projects.

Strategy 2.4.2  Utilize research findings to develop and revise Extension curricula.

**Key Indicators, by 2014 the Department will have:**

1. At least 50% of graduate students presenting original research at local, regional, or national events before they graduate.
2. At least 20% of undergraduate students presenting original research at local, regional, or national events before they graduate.
3. Increased the number of refereed journal publications, as measured by research FTE, by 5% per year.
4. Increased the number of Departmental submissions for federally competitive grant awards to 3/Research FTE per year.
5. Increased extramural grants to $150,000/Research FTE per year.
6. Faculty presenting at at least one professional or regional meeting per FTE per year.

**Goal 3**  
*Develop the Human and Physical Resources of the College to Achieve Top 20 Stature*

The Department’s land-grant mission provides access to knowledge and learning for citizens and students throughout the Commonwealth. A distinguished faculty characterized by diversity, exceptional scholarship, superb teaching and dedicated service is the cornerstone for a successful department in the college. To this end, the achievement of the Department’s mission depends upon commitment to quality, recognition of excellence, appropriate compensation, and the building of excellent support for faculty and staff.

**Most Significant Challenges**

- Salaries are not competitive with benchmark institutions.
- Infrastructure and facilities limit the potential for continued growth of research.
- Faculty in the Department have a significant teaching load due to higher than average student-to-faculty ratios as compared to the College and University.
- Repeated budget cuts have capped faculty expansion and created vacancies.
**Objective 3.1** Strive to recruit, develop, and retain nationally distinguished faculty.

- **Strategy 3.1.1** Provide a creative and supportive work environment.
- **Strategy 3.1.2** Provide support to enable faculty members to receive tenure and promotion.
- **Strategy 3.1.3** Decrease the disparity between average salary and benchmark median for all faculty and staff.

**Objective 3.2** Aggressively seek to recognize and reward superior achievement and scholarship by both faculty and staff.

- **Strategy 3.2.1** Nominate qualified faculty, staff, and Family and Consumer Sciences Extension specialists for applicable School, College, University, state, national, and international awards.
- **Strategy 3.2.2** Coordinate nominations for college and university awards and recognitions.

**Objective 3.3** Selectively reallocate resources to identify, recruit and support exceptional mid-career faculty who bring recognition and leadership to targeted programs in the Department.

- **Strategy 3.3.1** Recognize faculty excellence in extension, research, and teaching through the HES Awards of Excellence.
- **Strategy 3.3.2** Seek support from internal and external sources.
- **Strategy 3.3.3** Encourage and support service in leadership positions of state, regional, national, and international organizations.

**Objective 3.4** Improve strategies for enhanced development of new faculty.

- **Strategy 3.4.1** Receive professional development monies from internal and external sources.
- **Strategy 3.4.2** Provide opportunities to co-author publications and curricula.
- **Strategy 3.4.3** Propose mentoring programs for faculty and campus based staff.

**Objective 3.5** Seek to improve recruitment, retention, and remuneration of staff.

- **Strategy 3.5.1** Provide professional development to prepare for successful progress up the career ladder.
- **Strategy 3.5.2** Establish a shared work experience between campus-based faculty and staff and Family and Consumer Sciences Extension agents.
- **Strategy 3.5.3** Propose mentoring programs for faculty and campus based staff.

**Objective 3.6** Seek increased funding for high-quality lab, teaching, and field facilities.

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- **Strategy 3.6.1** Seek funding from University, College and School funds.
- **Strategy 3.6.2** Seek funding from alumni and community partners.
- **Strategy 3.6.3** Seek grant monies through research funding.

**Key Indicators, by 2014 the Department will have:**
1. Decreased by half the disparity between average salary and benchmark median for all faculty and staff.
2. Equalized base salaries among disciplines (dietetics, human nutrition, hospitality management in the Department according to current salary trends of key university benchmarks in order to improve recruitment and retention of highly qualified faculty.
3. Faculty and staff receiving state, regional, and national awards and honors annually.
4. Increased staff support by 1 FTE.
5. Renovated and expanded the administrative offices, classrooms, and laboratories required for the effective teaching of students.

**Goal 4**
**Promotion of Diversity and Inclusion**

The Department being an academic unit is committed to creating work and learning environments where diversity is highly valued and all individuals can fulfill their potential as respect for human differences are fundamental to the success of the Department’s programs. To this end, the Department will continue in the recruitment and promotion of a diversified faculty by following the model set by the College and facilitate an environment of discovery and engagement in all learning, service and research environments.

**Most Significant Challenges**
- Not all programs in the Department have a diverse student population.

**Objective 4.1** Continue to implement recommendations from the College of Agriculture’s Diversity Review and Planning Task Force.

- Strategy 4.1.1 Establish a plan for better internal and external communication with respect to the Department’s efforts.
- Strategy 4.1.2 Review and report annually on progress toward meeting recommendations of the College and the University.

**Objective 4.2** Utilize available resources and operations in faculty and staff recruitment, promotion and retention.

- Strategy 4.2.1 Support, recognize, and reward faculty and professional staff achievement.
- Strategy 4.2.2 Enhance resources to provide opportunities for advancement and development that serve the interests of the individual and the Department.
- Strategy 4.2.3 Implement work-life practices that enhance competence and accountability.

**Objective 4.3** Promote curricular programs that recognize educational advantages of diversity.

- Strategy 4.3.1 Establish clearly defined expectations, and accountability measures as components of the departmental programs.

**Objective 4.4** Continue to provide opportunities to increase understanding and acceptance of thought, cultural, gender and ethnic differences.

- Strategy 4.4.1 Develop partnerships with local, regional and statewide organizations that promote opportunities for graduates in non-traditional avenues of employment.

**Key Indicators, by 2014 the Department will have:**
1. Increased the percentage of male undergraduate students to 30%.
2. Maintained the percentage of non-White graduate students at 25% or above.
3. At least 30% of faculty participating in some international experience each year.
4. Develop avenues of communication with industry partners with respect to the diversity of our student body and develop opportunities in order to increase awareness of potential career paths for our graduates.

Goal 5

Improve the Quality of Life for Kentuckians through Extension, Outreach and Service

Agricultural, environmental, economic, behavioral, and societal issues create an unprecedented demand for knowledge and research-based educational programs applicable to the needs of all Kentuckians. Food, nutrition, health, and hospitality issues, opportunities for youth, and a rapidly changing agricultural landscape in Kentucky require a vital, progressive and responsive Department of Nutrition and Food Science.

Most Significant Challenges

- Budget cuts combined with turnover have created critical capacity shortages in key areas, including family and consumer science, health/wellness, community and economic development, and program and staff development.
- Extension’s role in health programs such as the National Extension Primary Health Care initiative should be carefully reviewed.
- Cuts in state funding of mandated programs and increasing burdens on alternative funds sources, including county extension funds.
- New communication/information tools are available, and will need to be adapted and incorporated fully into Extension programming.
- The expectation for graduate education for agents has been established. Now more accessible and appropriate graduate degree options must be developed.
- Operating funds for extension, teaching and some applied research becomes increasingly limited. Reliance on extramural sources necessarily increases. Faculty and staff need to adjust to this shift.

Objective 5.1

Implement research-based programs that provide the knowledge and skills necessary for individuals to make positive changes in their personal, family, and work life.

Strategy 5.1.1 Establish a Family and Consumer Sciences Extension program planning process.
Strategy 5.1.2 Update and expand existing curricula.
Strategy 5.1.3 Pilot new programs in preparation for statewide implementation.
Strategy 5.1.4 Integrate new delivery methods and technologies into Extension programs.
Strategy 5.1.5 Maximize the use of volunteers and paraprofessionals in program delivery.
Strategy 5.1.6 Establish baseline measures to assess and communicate the impact of Extension programs.

Objective 5.2

Improve the economic, social, and physical well being of individuals and families through lifelong educational programming.

Strategy 5.2.1 Link all Kentucky communities and the University through Cooperative Extension offices and agents in every county, applying leadership in research-based nutrition and food science information to enhance the well-being of Kentuckians.
Strategy 5.2.2 Provide training to enhance small and home-based businesses.
Strategy 5.2.3 Promote entrepreneurship.

Objective 5.3 Improve the capacity of communities to address critical issues through programs promoting food safety, good nutrition, and health promotion.

Strategy 5.3.1 Sustain a high-level of quality education and support for outreach personnel statewide on food, nutrition, and hospitality issues.

Objective 5.4 Develop and expand programs that build leadership capacity among Kentucky citizens and families.

Strategy 5.4.1 Promote development of leadership skills of Extension faculty and support grant initiatives conducted with other faculty in the College, University, and nation.
Strategy 5.4.2 Collaborate with Kentucky Extension Homemakers Association (KHEA) to foster learning, leadership, and service.
Strategy 5.4.3 Develop and expand programs that build skills in family and citizen leadership.
Strategy 5.4.4 Establish and coordinate master volunteer programs.

Objective 5.5 Advance sustainable food and nutrition education systems.

Strategy 5.5.1 Sustain traditional Extension strengths while offering innovative new programs in health and wellness to serve increasingly diverse stakeholders
Strategy 5.5.2 Enhance the integration of the Department’s programs with food related endeavors throughout the College and University.
Strategy 5.5.3 Promote enhanced linkages between the Department, Cooperative Extension and new partners within and outside the University.

Key Indicators, by 2014 the Department will have:
1. Increased extramural funding for Extension Food and Nutrition or outreach programs by 10%.
2. Collected, analyzed, and reported in the literature outcomes of featured FCS Programs and other major Extension Food and Nutrition initiatives as measured by at least one (1) journal publication, abstract publication or presentation per year by Extension Faculty.
3. Offered two or more in-service training programs annually to provide FCS Agents with new programs, curricula, and updates on food and nutrition topics.
4. Enhanced and refined the collection and reporting of Department related Extension outcomes.
5. Provided state-wide data to document the effectiveness of extension featured programs.