

Strategic Plan 2008
Department of Foods and Nutrition
University of Georgia

Prepared by the FDN Faculty
with the assistance of
John Whitty Mercer, PhD

Consultant, Trainer & Coach
Leadership & Organization Design
569 Holly Avenue ♦ Saint Paul, MN 55102
jwm@mercermercercor.com
651.493.2240

Department of Foods and Nutrition Core Values:

Responsibility

Integrity

Passion

Research

Cooperation

Department of Foods and Nutrition Mission Statement:

The mission of the Department of Foods and Nutrition is to prepare students to function as professionals, to meet changing needs of society and industry in the areas of Foods and Nutrition, to generate scholarly work in our discipline, and to educate the public about special issues in nutrition and foods.

Strategic Goal 1: Undergraduate Enrollment

Primary Goal

- To create and implement an enrollment management plan to maintain the quality of undergraduate education, contingent upon UGA and college enrollment policies.

Supporting Goal

- To measure alumni satisfaction with instruction and department experiences by means of an alumni survey and the senior exit survey.

Strategic Measures & Outcomes

1. 100 percent of baccalaureate students prepared for a career path (e.g., job, internship, or advanced degree education).
2. Baccalaureate graduates sought after and retained by universities and employers.
3. Department reputation enhanced.
4. 90% percent first-time passage for Registered Dietician (RD).
5. 90% job and professional school placement (apply to all undergraduate programs in our department).
6. 75% rate educational experience as excellent or above average.

Strategic Goal 2: Graduate Enrollment

Primary Goal

- To increase and maintain the number of doctoral students enrolled each year to at least ten.

Explanatory Note

Our masters programs and dietetic internship program receive many highly qualified applicants each year and we feel these programs are going well with between 20 to 30 masters level students enrolled on average each year for the past five years. For example, in Fall 2006 and Fall 2007, the GRE of 11 of the 12 dietetics internship students exceeded 1,150. Also, the pass rate on the RD exam exceeds 95 percent. However, the number of doctoral students enrolled in our department has declined and we would like to maintain a continuous enrollment of 10 doctoral students.

Measures & Outcomes

1. The number of doctoral students enrolled will increase to six in fall 2008 and to ten in fall 2012.
2. The number of doctoral students supported by assistantships will increase to six in fall 2008, seven in fall 2009, eight in 2010, nine in 2011, and ten in 2012.
3. Once ten doctoral students are enrolled, at least two doctoral students will graduate annually.

Tasks & Timelines

We will increase the number of applications to the doctoral program and doctoral assistantships as follows:

1. To increase awareness of doctoral programs in our department, 100 percent of our research faculty will be involved in at least one of the following research-related activities each year: be adjuncts in other UGA departments, give a research seminar in other UGA departments, participate in CURO or other undergraduate research programs, teach in the honors seminar program, and/or mentor undergraduate students in research projects.

2. At least 80 percent of our research faculty will mentor undergraduate students in research projects annually.
3. Each year we will work with the UGA graduate school to purchase names through the GRE database and other databases that they recommend.
4. Each year we will advertise our doctoral program nationally through our affiliated professional societies, and our colleagues by sending emails, using listserves, providing information to the ASN newsletter, and using paid advertisements.
5. Increase the number of assistantships from grants and contracts, gifts, the FACS college, and the UGA graduate school to support ten doctoral student assistantships (about \$16,000 to \$22,000/yr x 10 = minimum of \$160,000/year). Given our current and historical level of assistantship funding, we expect in fall 2008 to have six assistantships as follows: one assistantship from the Morrison Endowment, two departmental assistantships, one graduate school assistantship (final year dissertation award), and at least two research grants. Thus, we plan to increase our level of assistantship support by one each year, primarily through grants and contracts for the next four years.

Strategic Goal 3: Grants and Gifts

Primary Goal

- To increase financial support for the missions of the department, research, teaching and service.

Strategic Measures & Outcomes

1. Attract and retain a high level of graduate students.
2. Enhance infrastructure and staffing for research, teaching and service.
3. Enhance content and quality of teaching and outreach programs.
4. Increase by ten percent the number and dollars of funded grants and contracts for research, teaching and outreach in the department by 2009.
5. Increase to sixty percent the number of research faculty members who have funding to support one graduate student by June 2010 (Currently at thirty percent).

Strategic Goal 4: Undergraduate Curricula

Primary Goal

- To conduct a complete curricular review and revision by 2010.

Supporting Goals:

- To update and review all three curricula in dietetics, nutrition science and consumer foods so they meet student skill needs and competencies by 2010.
- To prepare competent professionals.
- To guide students in their exploration of emerging issues.
- To train students to be capable of critically evaluating research.
- To encourage exploration of global issues by students through study abroad.

Measures & Outcomes:

1. All three curricula will be reviewed and revised by 2010.
2. 100% of students will make a grade of "C" or better in classes required for their major.
3. 50% of undergraduates will complete a work experience or a practicum in foods and nutrition.

4. 75% of graduates will rate their preparation by the Department of Foods and Nutrition for job, professional school, graduate school, and so forth as above average or excellent.
5. 10% of students will have a study abroad experience, such as a study abroad course.

Strategic Goal 5: Research Productivity

Primary Goal

- To maintain and increase research productivity.

Measures & Outcomes:

1. Increase the number of grants and contracts received by our faculty.
2. Increase the number of our manuscripts accepted for peer-reviewed journals and other media.

Tasks & Timelines

1. One active contract or grant per faculty per year, minimum, within three years of hire.
2. If no active grants or contracts, then submit one proposal per year minimum.
3. Increase research dollars by 10% by 2012. (increase by \$883,684). Research dollars for 2006-2007 was \$8,636,840.
4. An average of two publications per year per faculty.
5. 100% of doctoral students will have first author publication when they graduate.
6. 75% of MS students will be a coauthor on a manuscript submitted for publication within six months of graduation.

Strategic Goal 6: Facilities and Equipment

Primary Goal

- To house the entire department in one building with state-of-the-art spaces for a variety of teaching, research, and service activities and functions.

Supporting Goals

- To maintain and/or increase productivity to bring in indirect costs and other costs.
- To communicate with administration regarding needs.
- To maintain membership on committees addressing issues – space needs and so forth.
- To develop better communication with the alumni and development offices regarding needs.

Strategic Measures & Outcomes

1. Increase frequency of personal contact with all department members (i.e., faculty, staff and students).
2. Enhance communication.
3. Augment shared problem solving.
4. Build and sustain overall student mentoring.
5. Augment inter-department collaboration.
6. 10% increase annually in indirect costs and/or contributions/gifts to department.

Strategic Goal 7: Faculty

Primary Goal

- To enhance faculty's capacity to meet research, teaching and service responsibilities.

Strategic Measures & Outcomes:

1. Continuous improvement of working conditions.
2. Establish realistic expectations of faculty performance.
3. Align EFT's with responsibilities before January 2009.

Strategic Goal 8: Collaborations

Primary Goal:

- To increase collaboration among related programs within UGA and other university departments, government agencies, non-profit organizations and for-profit organizations.

Supporting Goals:

- To increase the number of faculty that apply for and are awarded university and college grants for collaborative work.
- To increase the recognition of faculty by the department for collaborative work.
- To increase collaboration with faculty within the department.

Strategic Measures & Outcomes

1. Funding from intramural and outside sources for collaborative work will increase by 10%.
Current baseline - \$874,264 – 2007.
2. Collaborative work will be documented in the department's annual report and will become part of the promotion and tenure process.

Strategic Goal 9: Communication and Visibility

Primary Goal:

- To communicate departmental excellence to university administrators, government, alumni and non-profit partners, other professionals in the field and potential funders and students.

Supporting Goals:

- To distribute the newsletter to other stakeholders and state legislators.
- To create and distribute an alumni newsletter.

Strategic Measures & Outcomes

1. The quality of undergraduate students will increase as documented by SAT scores and Grade Point Averages (GPAs).
2. The quality of graduate students will increase as documented by GPAs, GRE Scores, and number of internship placements.
3. The number of applications to the graduate program from peer or aspiring institutions will be maintained at the current level. (Current baseline as of 2006: 98 applicants).

4. Government and non-profit organizations will continue to request the services of the faculty to partner on joint projects, to serve on state, local and national committees, and to provide expert testimony on issues related to foods and nutrition.
5. The number of papers presented by faculty at state, regional and national professional meetings will be maintained. Current baseline – 92 presentations/year.
6. Departmental newsletter mailed to all alumni annually.
7. Departmental newsletter shared with stakeholders and/or legislators once per year.

Strategic Goal 10: Endowment

Primary Goal

- To establish an endowment for the department to support faculty intellectual renewal and growth.
- To establish an endowment to fund two outside speakers each semester (\$3,000/semester).

Supporting Goals

- To enhance visibility of department with scholars from other universities and with the private sector.
- To establish information flow to corporations.

Strategic Measures & Outcomes

1. Expose students and faculty to national scholars and their work.
2. Augment breadth of intellectual thought with which students and faculty come in contact.
3. Increase potential for future collaboration.
4. Establish 250,000 in place to establish second endowed chair by 2012.
5. Establish a 10 year endowed seminar program for \$20,000 beginning in 2010.

Tasks & Timelines

1. Use the department newsletter to communicate with collaborators and industry.