The external program review team made multiple recommendations in their May 24th report, many of which matched the priorities the department had already identified as a result of their SWOT analysis and self-study. Because most of the faculty are on 9-month appointments, they began working on their response to the review in mid-August. The change in department head also contributed to a delay.

Overall, the external review was very positive. In fact, many of the recommendations are tied to the lack of adequate resources. Here are just a few of the highlights of the review:

1. "FCS(C) appears successful in delivering quality education . . . ."
2. "Engaged and satisfied students."
3. "Scholarly activity is strong in some personnel in FCS, FCSE and FSTE."
4. "The interaction with and support of students is impressive and FCS(C) faculty are models for successful student relations."
5. "Some strong efforts have been made regarding collaborations with other universities and there are some good ties with industry, health services and community agencies."

In some instances, the response to reviewer recommendations have been merged under one heading (for example, questions related to accreditation are addressed under curriculum review and advising is included under the retention plan, etc.). In other instances, the faculty have decided to take advantage of this opportunity to address other areas for improvement. I am fully committed to supporting them as they begin implementing their "plan to plan." However, some of the proposed actions will not be possible without an increase in necessary resources.

1-year goals (2017-2018):

- Develop FCSC/EFCS Strategic Plan
  - Upon approval of the proposed action plan, the Academic faculty will begin working with the Extension faculty to develop a cohesive strategic plan which focuses on increasing collaboration in order to leverage available resources thereby increasing our overall impact on the region.
- **Increase Production and Quality of Scholarly Products**
  - (Fall 2017) The faculty will develop a mission statement specific to scholarly activity that reflects a shared vision and guides the policy decision making of the Department Head.
  - (Spring 2018) The faculty will develop a plan to increase the quantity and quality of scholarly activity across the department (noting and capitalizing on the success of faculty members currently exceeding expectations).
  - (Spring 2018) All faculty will assess, with input from the department head, their capacity and expectations for scholarly activity (including producing peer-reviewed research articles and research grants) as part of their annual allocation of effort form, recognizing that each individual brings different strengths to the group effort and adhering to the core values, beliefs and expectations that are articulated in the P&T document.
  - (Pending Adoption of University-wide Guideline Changes) As per NMSU policy, and in response to the external program review recommendation, review and update the departmental Promotion and Tenure guidelines.

- **Conduct Curriculum Reviews – (In particular CTFM and FSTE)**
  - (Fall 2017) The CTFM and FSTE programs will undergo a review to ensure relevancy, eliminate redundancy and address deficiencies.
    - CTFM will identify specific program competencies through a literature review, benchmarking with peer programs and industry/constituent/advisory board input and then compare the competencies identified with those listed on existing course syllabi using a competency matrix.
    - FSTE will align the curriculum with the education accreditation standards of the Institute of Food Technologists by comparing current competencies with those used in the standards.
      - (Spring 2018) Both majors will group competencies into course content areas and develop a model plan of study which includes course numbers, sequencing, titles, course descriptions and learning objectives for each course will be identified.
  - (Fall 2017) In support of the proposed GO Bond, FSTE will examine the feasibility of developing a dual language, on-line/hybrid MS in Food Safety which is based primarily on graduate only coursework.
  - (Fall 2017) In order to better utilize scarce instructional resources, all majors will attempt to identify acceptable alternative courses offered within ACES and across campus that may be used in lieu of existing requirements.
  - (Summer 2018) Submit any proposed changes through appropriate channels through review and approval. A redesign of all majors will likely need to occur when the new NM Common Core is finalized.

- **Improve Assessment**
  - (Fall 2017) In response to feedback received from the 2017 NMSU Annual Academic Assessment, the existing Assessment Committee will revise the current undergraduate and graduate assessment plan (WEAVE) to better define the outcomes being assessed, facilitate the collection/analysis of necessary data, and ensure continuous improvement.
  - (Spring 2018) Develop a plan to directly assess graduate student learning, achievement and competence review.

- **Develop Recruitment and Retention Plans**
  - FCSC is the second largest department in the college. Enrollment in most of the majors has remained stable, during a period of declining enrollment at NMSU. In
fact, the review team noted that “The size of the faculty is inadequate for the number of students.” Any significant expectation of growing enrollment needs to be supported with a corresponding increase in faculty lines and other resources. However, given the elimination of the college recruiter position and in an effort to support an increase in current enrollment levels, the department will develop recruiting and retention plans.

- **Develop a Departmental Advisory Board**
  - (Spring 2018) Under the leadership of the existing Recruitment Committee, the faculty will formalize a written recruitment and retention plan which includes key performance indicators.

- **Increase Faculty (Less control over implementing.)**
  The external reviewers specifically noted that the “Teaching load is very high; coupled with demands of student advising and service within the department, college and university, there seems to be relatively little time for some faculty to devote to research/creative activities.” This is particularly noteworthy given that they also found “Engaged and satisfied students who value their relationships with faculty.” even though “several programs have only 1 or 2 faculty responsible for all of the teaching and advising.” The limited number of tenured and tenure-track faculty in the majors makes it difficult to successfully accomplish the teaching, research and service/outreach missions of the university.
    - (Fall 2017) Relaunch the unsuccessful search for the second HNDS tenure-track faculty position.
    - (Spring 2018) Seek approval to begin search for the currently frozen CTFM tenure-track line with a 75/25 teaching/research appointment for targeted start date of Fall 2018.
    - (Spring 2018) Identify a path to converting the current Dietetic Internship Director position to a college rank or equivalent position and the Didactic Program in Dietetics Director position into a permanent college rank or equivalent position.
    - (Spring 2018) Based on the review committee’s recommendation, seek “additional personnel” in FCSE. Given current budget limitations, this may need to be adjunct and/or GA support. Some consideration should be given to hiring a faculty member that is qualified to teach across majors. For example, a FCSE faculty member that can also teach a FSTE or CTFM course.

- **Improve Outdated/Inadequate Laboratory Facilities (Less control over implementing.)**
  The reviewers specifically state the outdated/inadequate facilities “impede enrollment growth and student progress” in addition to negatively impacting “recruitment efforts, as well as faculty and student satisfaction.”
    - (Fall 2017) Assess and prioritize the needs within current laboratory facilities.
    - (Spring 2018) Develop a plan for facility improvement including priorities and potential funding opportunities.

- **Increase Clinical Placements for MFT Program and HNDS (Less control.)**
  - (On-going) MFT continually monitors the programming and capacities at the agencies and hospitals in the area, and renegotiates the MOUs as needed to include an increased/decreased number of students as dictated by the circumstances.
(On-going) HNDS - Since the program review, the Dietetics Internship program received a three-year grant from the Paso Del Norte Health Foundation. This will allow the program to expand to its full capacity, by providing the resources necessary to form partnerships with hospitals in other New Mexico cities. HNDS will continue to search for a permanent solution to this challenge by reaching out to similarly situated programs in order to identify best practices.

2-5 year goals (2018-2023):

- Implement undergraduate curriculum changes. Revise articulation/transfer agreements.
- Evaluate current master degree programs following a similar process described for the undergraduate majors.
- If pursued, begin offering online/hybrid, dual language, MS in Food Safety.
- Implement recruitment and retention plans. Evaluate key performance indicators including enrollment and 6-year graduation rates. Monitor and adjust plan accordingly.
- Hire appropriate faculty when resources become available.
- If pursued, begin regular meetings of the FCSC Advisory Board or major advisory boards.
- Seek an additional tenure-track faculty line in FCS based on the review team’s recognition that FCS “claims the highest student credit hour generation in the college, and thus is well placed for growth if additional faculty can be added . . .” This would also move the MFT program (the only program of its kind in NM) closer to being able to seek accreditation.
- Implement the facility improvement plan, addressing the need for renovation and equipment replacement for laboratory facilities.

In the brief time that I have been working with the FCSC faculty, I have witnessed first-hand, a group of talented, committed individuals who are delivering quality educational experiences to a large number of students even given limited resources. I consider it a privilege to work in support of their efforts as they move forward with this process.