

UW 2–13 Review Committee Report for the Reorganization of Kinesiology and Health/Nutrition

Recommended Action: Integrate Human Nutrition into the Division of Kinesiology and Health

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Executive Summary

Our committee finds that moving the Human Nutrition & Food (HNF) faculty and academic programs to the Division of Kinesiology & Health (DKH) would expand our net contributions to education, research and outreach. This would increase the net benefits we can provide to the state's and nation's health while also achieving efficiencies from the merger. Even in the face of constrained resources, this report summarizes how this merger will increase both outcomes and efficiencies in:

- (1) Experiential education and career success for UW students in the growing interdisciplinary health market, including via:
 - a. Attracting more students via increased profile, professor numbers, marketing capacity, and course offerings in nutrition and exercise sciences.
 - b. Offering students a wider selection of behavioral health education, outreach and research opportunities, including in themes of rural health, interactions between physical activity and nutrition, public health nutrition, food systems, and indigenous health, in which a combined unit would be particularly strong.
 - c. Combining administration and course offerings for success in the health degree accreditation processes HNF and most College of Health Sciences (CHS) units manage.
 - d. Combining the extensive professional health internship placement networks and administration of HNF and DKH.
- (2) Research outcomes, including by:
 - a. Increasing external funding competitiveness, especially for USDA AFRI chronic disease and obesity, health professional association (e.g., American Heart Association), and NIH opportunities, which often favor the specialties listed in 1(b) above (combined exercise and nutrition research in particular).
 - b. Providing HNF faculty with services of the CHS grants support manager and the College's faculty mentorship programs.
 - c. Combining our respective state and national action-research partner networks.
- (3) Service to the state's and nation's health, especially by:
 - a. Combining our networks, which reach every school and every county in the state and have strong state-wide and national nutrition and exercise connections.
 - b. Increasing our capacity to serve on and in committees and networks, where currently both a HNF and a DKH person is serving or where one is not represented.
 - c. Creating "synergies" towards making UW a state and national expertise and action center of excellence in rural health, indigenous health, rural community food systems for health, and supporting physical activity and public health nutrition in frontier and rural communities.

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Benefits

In this proposed restructure, our committee unanimously sees substantial benefits to the quantity and quality of the nutrition and health education, research and outreach UW can offer Wyoming and the nation.

Increased visibility and educational capacity of UW nutrition, community & public health, and exercise degree programs

There has been a national trend to introduce separate majors to increase visibility, promotion, and student/state stakeholder access to nutrition programs and resources. Despite these efforts, today there still remains a single FCS major (with concentrations in nutrition, dietetics, HDFS, or DMT). Since 2015, there has been a reduction in the number of HNF tenure-track faculty. This has created challenges for marketing, recruitment, and advancement of nutrition/dietetics students and faculty, and degree completion. Especially as the national dietetics accrediting agency will soon be requiring a masters-level degree instead of just a BS, the ability of FCS to continue to provide enough course offerings for students who want to study human food and nutrition is threatened. The merger would allow formation of a School of Kinesiology, Nutrition and Health (KNH) to raise the profile of UW's health education opportunities with a one-stop shop for promoting health through physical activity and nutrition. This would include, for example, a proposed 4+1 (QuickStart) graduate model in dietetics, integration of our internship placement programs and networks, and increased experiential research and outreach opportunities for students.

Staffing efficiencies

The two existing staff positions in DKH (2.0 FTE) combined with a transfer of 0.4 FTE from HNF will meet the immediate staffing needs associated with the merger. I.e., the restructuring will not necessitate transfer of all FCS staff equivalency. The merger would also increase efficiency by combining some of the administration and management of the health degree accreditation and internship placement programs that most CHS units and HNF must oversee (currently HNF is an orphan in this regard within the College of Agriculture). CHS would also provide HNF faculty with support in securing external research funds from the college's health grants coordinator. The grants that HNF and DKH faculty already hold together would be more efficient to administrate.

Research and scholarship synergisms

Merging HNF and DKH cultivates our capacity to secure external funding and lead research and action at the intersections of rural health, physical activity, and nutrition. We would be poised to become a regional and national center of excellence in rural nutritional and exercise health; Indigenous health; and rural community food systems for health, economic development, and food security.

Also, as sketched in the outreach section below, were the state's SNAP-Education and EFNEP federally funded nutrition outreach programs (under UW's Cent\$ible Nutrition Program, or CNP umbrella) to move along with the faculty, we would also be poised to become a or even *the* national leader in piloting and evaluating innovative strategies for improving the nutritional health of our state's most struggling families.

HNF, DKH and CNP team members already collaborate extensively on action and research to improve the health of the state and inform our fields nationally, in spite of the barriers and borders imposed by

being in separate colleges. The synergisms should we unite would make our whole an even greater sum of the parts than it is now.

Educational program improvements

The merger of HNF and DKH facilitates an intuitive and natural health-core curriculum (HCC) for the majors and seven concentrations. A detailed table outlining the core curriculum is provided in Appendix B. The HCC core curriculum consolidates first year students regardless of intended major into foundational courses (ex. ENGL 1010, LIFE 1010). This is particularly beneficial for first year student retention/attrition and success metrics because research shows that building a sense of community within first year students improves student quality of life, success, and retention. The HCC is purposefully designed with flexible branch points to pursue different majors and concentrations within the School of KNH. Flexibility is critical and prevents loss of credit hours when changing majors and minimizes student attrition. The solid health-core and flexible branch points will bolster student satisfaction and decrease advising burden.

Currently, both nutrition and community and public health are obscured within larger programs of family and consumer sciences and kinesiology, respectively. This reorganization would lift their visibility and integration to attract more students and facilitate integration of nutrition, community and public health, and physical activity studies at both undergraduate and graduate levels. The merger builds on existing education collaborations including core aspects of the Growing Season project, co-organizing the health track in the Native American Summer Institute (NASI) each year, and research and action collaborations through the UW student food security taskforce. The merger also yields educational efficiencies by moving the national accreditation and required internship processes of the dietetics program to the College of Health Sciences, which houses every other nationally accredited health program at the UW and many state and national internship placement programs. It also would enable more upper division course opportunities for students in the HNF and Kinesiology programs through minor modifications of core coursework to equip students with the pre-requisites necessary for upper division courses in the complementary academic program of study.

State and community engagement

The merger will increase the quality and quantity of health-related service and extension UW can offer the state. This is via efficiency gains in professional and committee service, increased capacity to secure grants for action in action-research projects, and creating a unified and easy-to-find UW expert source on nutrition and exercise/physical activity. It would also more closely link HNF faculty networks with state and national public health nutrition engagement of the DKH community and public health faculty, including the Governor's Taskforce on Food Insecurity, Wyoming Food Coalition, Inter-institutional Network for Food, Agriculture and Sustainability, and a USDA/HHS Food and Mood working group.

We also suggest that, following the academic program restructuring charged in the 2-13 process, future conversations are warranted about either moving CNP as well, or otherwise increasing formal connections between the hosting colleges. As noted above, this would position UW to become a national leader in research that evaluates current and innovative new pilot work on the impacts of SNAP-Education and EFNEP. Many land-grant universities have formal extension work spread across multiple colleges, instead of being located only in one, in order to increase their accountability and service to the communities in their states. CHS hosts extensive community-based health services and engages state-wide to support Wyoming's health in ways that mirror formal extension. Also, many SNAP-Ed programs are not located

within their state land grant colleges at all; for example, in Colorado these programs are housed in the state's human services agency. Agencies apply to become the home to such federally funded health programs. I.e., practically speaking, moving the programs that CNP directs for Wyoming is doable and not uncommon.

Organizational Restructure

Academic programs

We recommend the formation of the *School of Kinesiology, Nutrition, and Health (KNH)*. KNH will include Applied Exercise Sciences, Physical Education Teacher Education, Human Nutrition/Dietetics, and Community & Public Health. The proposed School of KNH is synergistic due to the significant similarities and alignment between: 1) undergraduate and graduate academic program core/required curricula; 2) availability and diversification of elective courses to meet specialization (concentration) needs of the newly merged cohort of students (e.g., pre-professional health science); and 3) expectations of faculty workload and productivity in teaching, research, and service. Additionally, transition of 0.4 FTE staff (person or dollars) from FCS currently supporting HNF in FCS to new school combined with the 2.0 FTE in the DKH should meet the immediate classified staff requirements associated with the reorganization. Specifically, the proposed School of KNH does not anticipate a short-term need for additional staff support. The organization chart is presented in Appendix A. Of note, DKH began pursuing a shift from traditional top-down leadership model to a lateral organizational and leadership model last year. The DKH is currently piloting a hybrid lateral organizational and leadership model to align with existing university structure in which a director is needed. Evidence shows that some of the benefits of a lateral model include: 1) the ability to thrive with change and be responsive versus reactive which are critical in academia and industry; 2) scalable organizational growth potential; 3) more effective resource management; 4) optimization of outcomes with colleagues across programs; and 5) leadership training that supports succession planning. The coordinator positions that have been implemented in DKH are intended to achieve all of these benefits and address the growth in academics, research productivity, and service experienced since 2013. The model is well-suited as detailed in the organizational chart to seamlessly integrate HNF (with a designated coordinator). The four concentrations feed into and are part of the existing graduate education and internationalization programs.

From 2015-2020, the DKH averaged 3.2% enrollment growth annually. If the proposed academic program action items detailed above (e.g., creation of a nutrition major, brand recognition for nutrition/dietetics, marketing, and progressive and forward-thinking vision such as the 4+1 (Quickstart) program for RD/dietetics) are achieved, an annual enrollment growth rate of 5% is not unreasonable. Some of the impacts of this growth are provided in the notes on the organizational chart, and some of these impacts carry increased revenue generation. It is plausible that enrollment growth may not be linear; for example, the forthcoming national requirement to have a M.S. degree for the Registered Dietitian/Nutritionists credential may result in an exponential increase in enrollment as students pursue Quickstart and traditional 2-year graduate programs (years 2025 and 2026) to satisfy the requirement. The School of KNH is positioned to be at the forefront of this need and navigate the enrollment growth. Specific to the 4+1 Quickstart dietetics program, there is a 2-year period for the School of KNH to achieve scalability and still be an early adopter. To launch the accredited dietetics/RD Quickstart and/or traditional 2-year graduate programs, *an additional tenure-track or lecturer position will be needed*. The two-year development timeline provides adequate time to navigate funding mechanisms, for example the combination of available resources from foundation, state, distance education revenues. Once the program is approved to accept its first cohort of students, additional administrative support may be

needed as the program grows to navigate a number of enhanced administrative tasks that accompany RDN training, such as increased student competency assessment and oversight and coordination of student placement in clinical, community, and food service sites across the state. By leveraging and applying the hybrid lateral organizational model, merging DKH and HNF expertise, tapping DKH experience in implementing Quickstart models, the committee is confident that reorganization is achievable and the collective team will be positioned to actively pursue 21st century themes versus simply being reactionary. The absence of a graduate level accredited RD/dietetics program and internship is a source of lost revenue to our peer competitors that is unnecessary and will be mitigated by the 4+1 Quickstart dietetics program. Standing up the program is feasible and at reasonable expense that would be recouped when the program is fully enrolled. In the short-term (2-years), the restructuring does not necessitate any additional fiscal support, and the timeline allows for innovative and collaborative development work to fund the longer-term needs which are not anticipated to amount to more than 1.6 FTE (one tenure-track/lecture position and 0.6 staff FTE).

In the School of KNH, students could select areas of study closely aligned in coursework including exercise science, physical education, nutrition and dietetics, and pre-health careers such as physical therapy and med school. Students will be positioned for experiential learning across majors, connections and networking throughout the state, and movement directly into job positions after graduation. Appendix C shows that the primary careers that the School of KNH undergraduate and graduate programs prepare students to pursue have a job outlook and growth that is significantly above average according to the BLS and Career Explorer. Curriculum alignment and consistency between multiple degree options is highlighted in Appendix B. Included in the updated and revised curriculum are 3 program options for a traditional MS degree and 3 program options for Quickstart (4+1) MS. Quickstart graduate programs offer a significant recruitment option for students and prevent loss of graduate student tuition when UW alumni seek graduate level education and programs at other institutions.

Research

Research within the School of KNH would offer competitive and unique opportunities for faculty and graduate students including a focus on rural health, community and public health, nutrition and dietary behaviors, exercise science and physical activity, sports nutrition and performance, and physical education teacher education. These unique and competitive opportunities position UW for recruitment of students and faculty and future expansion of graduate options in KNH to include a doctoral program and post-doctoral positions. This structure can be supported within the proposed School of KNH structure and by the existing College of Health Science, e.g., Grants/Contracts Administrator assisting faculty with pre- and post-award support.

The School of KNH will have a strong foundation, is on a positive research trajectory, and the merger combined with interdisciplinary projects portends a bright future that can be achieved with the proposed restructuring plan. Importantly, the research potential augmentation carries no added cost or organizational structure complications/barriers. A significant portion of the research in both DKH and HNF has statewide impact and/or blurs the lines between research and service, i.e., faculty in both units are engaged in service-infused research that benefits Wyoming residents. Combining the units through the proposed restructuring elevates the statewide impact and facilitates unified access to the DKH and HNF networks throughout the state, where interdisciplinary research can have a larger impact.

Extension

Formation of the School of KNH facilitates nutrition faculty and undergraduate and graduate students gaining access to the existing robust statewide network built over years in the DKH and College of Health

Sciences. The addition of nutrition's regional network will further enhance current and future efforts that create synergy between dietary patterns, food production and preparation, community nutrition, food systems, medical nutrition therapy, physical activity, systems for lifestyle health, and healthy behaviors. All of which are central to a vital, productive, and disease-free statewide community and workforce.

To retain connections with agriculture and food production in the state, we propose the inclusion of Extension appointments for nutrition faculty. As stated previously, following reorganization/merger of the academic programs, investigation and meaningful conversation about the most advantageous location of Extension nutrition (including the Cent\$ible Nutrition Program) is recommended to insure that benefit to the state is being maximized. Additionally, the important connection to food and agriculture will remain embedded in required coursework for nutrition and dietetic students, faculty research, and graduate students enrolled in the MS in Food Science & Human Nutrition with the proposed reorganization. The addition of nutrition faculty to the College of Health Sciences will also broaden nutrition and food knowledge and experience among students in other health-related majors including pre-professional, Exercise Science, Physical Education Teacher Education, and Community and Public Health.

Infrastructure

Ideally, the School of KNH would house all faculty offices, classrooms, research and teaching labs, and graduate student spaces in the same building. Challenges to this scenario based on current space in Corbett building would need to be addressed in the implementation stage of any organizational restructure. Facility projects currently being considered may afford near term conversations about Corbett building space repurposing and future planning with lead time for capital campaign initiatives. Such efforts could not only create contemporary research spaces for the HNF faculty but also position the School of KNH for innovative and state-of-the-art laboratories and research spaces that could put the UW at the forefront of KNH education and research destinations that leverage our climate and geographic uniqueness (e.g., elevation).

The benefits to organizational structure, staffing efficiencies, research and scholarly synergisms, improvements in educational programs and community engagement demonstrate the potential of the School of KNH to become a premier research and educational center attracting the best students and faculty. The School of KNH will incorporate better efficiencies for course offerings, advising for students, work experience and job placement, research capacity, and funding support for grant management. A long-range strategy of the new School of KNH would be to become a Regional Nutrition Education and Obesity Prevention Center of Excellence (<https://nifa.usda.gov/program/regional-nutrition-education-and-obesity-prevention-centers-excellence-rnece>). All of these factors contribute to better positioning of UW for R1 classification, keeping UW graduates in the state to fill needed gaps in KNH related service, and economic support for WY.

Efficiencies

Background: The leading cause of death in Wyoming is from heart disease (CDC, 2017), an ailment that is preventable with diet and exercise therapies. Further, nearly 1 in 3 Wyoming adults has obesity, 80% of adults do not meet daily recommended fruit and vegetable intake, and over 20% of Wyoming adults are physically inactive (State health assessment, 2019).

Gap: Wyoming is in critical need of well-trained diet and exercise health experts.

Long term Curriculum goals:

1) Implement the flagship Future Graduate Model (FGM) for dietetics students in the Mountain West

Starting in 2024, all registered dietitians will need a master's degree to take the credential exam. Currently, the University of Nebraska at Lincoln (UN–Lincoln) and Omaha, and University of Idaho at Moscow are the only two schools in the region with an FGM program. The didactic program in nutrition and dietetics (DPND) here at UW has applied and been granted permission to begin developing a FGM. The FGM at UW will be a dietetics hub in the Mountain West, with students around the region choosing UW over Colorado State University, Montana State University, and the like to receive their dietetics training and masters degree. Employment of dietitians is expected to increase 14% from 2016–2026. As such, Wyoming is positioned to be a critical hub for dietetic professionals.

2) Implement Health Core Curriculum and offer nutrition, exercise science, and community public health minors

Minors represent interdisciplinary links for students, and show a level of specialization to future employers. A crucial determination of whether a minor is useful or not is how much extra time it takes to complete. With the health core–curriculum, students in any major in the combined nutrition and kinesiology and health department can add a major without delay in graduation date.

Health Core–Curriculum. The health core–curriculum (HCC) (Appendix B) is a purposeful set of common courses all Nutrition and Kinesiology and Health students will take in their first and second years. The HCC allows students to move through their degree pathway as a cohort, taking logically designed course schedules, and building a sense of community. The community aspect early in the university experience is essential for student retention and success. The HCC also minimizes extraneous credits (e.g. taking two courses which cover similar material) and provides a flexible framework from which the student can develop their personal interest in one of seven undergraduate degree pathways). Nearly a third of college students change their major at least once (US department of Education), and two–thirds of students feel overwhelmed by the major selection process (Ellucian student success survey). Both changing majors and confusion when selecting majors increases total time towards degree completion and increases the cost of higher education. The HCC gives students time to choose the major they can be most successful. Additionally, the HCC has intuitive branch–points where students can change majors without increasing their time to degree completion. Importantly, the HCC includes pathways for pre–professional degrees (pre–med, pre–physical therapy, pre–occupational therapy) as well as the FGM for dietetics as mentioned above. Appendix B provides a detailed HCC curriculum mapping and schedule.

Academic/Discipline Specific Expertise

Research. If this reorganization were to unite the expertise and networks of HNF, DKH and CNP, This would strengthen UW's position as a regional and national leader in research arenas including rural public

health nutrition and exercise, Indigenous health, and rural community food systems. Past and current collaborations between faculty are numerous and have included a \$1-million proposal for a RCT on health impacts of farmers' market coupons in USDA/AFRI review, the funded USDA Growing Season project, and INBRE-supported work with the Restoring Shoshone Ancestral Food Group. Merging the units will greatly amplify and expand such collaborative opportunities. These would include research on health impacts of physical education participation, school gardens, and combined diet and exercise interventions. Table 1 highlights how Human Nutrition and Food (HNF) and Kinesiology and Health (K&H) faculty expertise align with NIH–Wide Strategic Plan for Fiscal Years 2021–2025 and specifically how collaborations between faculty could meet these priority topics.

Table 1. How a joint unit with Human Nutrition and Food (HNF) and Kinesiology and Health (DKH) align with the NIH Strategic Plan and areas of Special interest for Fiscal Years 2021–2025

NIH objectives	How HNF and K&H meet NIH objectives
<p><i>Addressing risk and burden of disease:</i> Supporting research to reduce the impact of disease by identifying and improving risk factors such as, inadequate nutrition, low physical activity, and built environment. Identifying protective factors such as weight management and regular exercise</p>	<p><i>Dr. Keith:</i> Reclaiming indigenous food and health; impacts of sovereign nation diets</p> <p><i>Dr. Shearrer:</i> How behavior, family, and environment contribute to poor eating habits and excess weight gain during high development periods (early childhood, adolescence, and pregnancy)</p> <p><i>Dr. Johnson:</i> overall health benefits related to optimal hydration, physical activity, and heat exposure.</p> <p><i>Dr. Porter:</i> community–based participatory action research (CBPR) approaches to such change and investigates public health strategies for supporting for the public's creation of its own health</p> <p><i>Dr. Readdy:</i> relationship between exercise and mental health</p> <p><i>Dr. Schmitt:</i> how physical activity interventions can reset peripheral and/or central clocks that become misaligned due to chronic circadian disruption <i>Dr. Bruns:</i> molecular mechanisms underlying heart disease and heart failure</p>
<p>Enhancing biomedical and behavioral research workforce</p>	<p><i>Megan Skinner:</i> Dietetics program director</p> <p><i>Dr. Keith:</i> Dietetics education and research experience</p> <p><i>Dr. Schmitt:</i> WWAMI Block lead and research experience</p> <p><i>Dr. Shearrer:</i> WWAMI and dietetics education and research experience</p>

NIH Notice of Special Interest (NOSI)	HNF	K&H
Promoting cardiovascular and cardiometabolic health in early stages of the lifecourse: pre–adolescence through adolescence to young Adulthood	Dr. Shearrer	Dr. Bruns
Promoting Research on Interoception and Its Impact on Health and Disease	Dr. Shearrer	Dr. Zhu
Developing and testing multilevel physical activity interventions to improve health and well–being	Dr. Shearrer Dr. Keith	Dr. Wallhead
Development and preliminary testing of health–related behavioral interventions	Dr. Keith Dr. Shearrer	Dr. Porter

These research collaborations could facilitate the evaluation of SNAP–Ed and EFNEP impacts (an arena led until now by Cornell University but fading with retirements of research leaders there), community and regional food systems and health, and Indigenous food sovereignty and health. With the synergies of academic and discipline specific expertise, long–range strategies of the new School of KNH would be to become a Regional Nutrition Education and Obesity Prevention Center of Excellence (RNECE) (<https://nifa.usda.gov/program/regional-nutrition-education-and-obesity-prevention-centers-excellence-rnece>) and/or a Nutrition Obesity Research Center (NORC) (<https://www.niddk.nih.gov/research-funding/research-programs/nutrition-obesity-research-centers>).

In turn, these synergies would amplify our ability to attract and support more graduate students. These collaboration opportunities are also advantageous for the proposed 4+1 (QuickStart) graduate model in Dietetics. Registered Dietitian/Nutritionists in training will be able to contribute to a wide scope of research areas while completing their culminating capstone projects. In combination, the merger would contribute meaningfully to UW’s goal of achieving Carnegie R1 status through external funding and graduate student completion.

Unintended Consequences, Mitigation Strategies, and Suggestions for Alternative Approaches

1. Decreased connection with College of Agriculture. This move would decrease the integration of nutrition with other units and people in the College of Agriculture. This includes a loss of federal salary dollars and research support from Hatch funds as well as Extension support.

Mitigation strategy: Multiple research collaborations with nutrition faculty and graduate students are with DKH faculty. However, there are collaborations that include Animal Sciences, Plant Sciences, and Agriculture & Applied Economics. The current MS program offering is Food Science & Human Nutrition, an interdisciplinary program between FCSC and Animal Science. This interdisciplinary MS degree could remain but transition to inter-collegiate. Faculty have always been physically separated on campus so negative impacts on collaboration are not expected. Collaborators in Plant Sciences are located remotely at the Powell and Sheridan R&E Centers. Since these collaborations already occur remotely, no negative consequence is identified. Overall, collaborations may be improved by inter-collegiate partnership. Nutrition faculty do not currently have Extension appointments or salary support. Tenure-track faculty with funded Hatch proposals have salary support and ~\$4000 in research support. Salary and research support from federal funds could be mitigated by including an Extension appointment to the tenure-track faculty positions moving to DKH and the College of Health Sciences, as described below.

Alternative approach: Other institutions have provided Hatch and Extension funding to nutrition faculty who are housed outside of their colleges of agriculture, and UW could choose to do the same. We recommend moving CNP/Extension with nutrition, including an Extension appointment for nutrition faculty housed in the College of HS, and expanding AES office/leadership to manage Extension funds for faculty and specialists housed in different colleges. This alternative approach would stretch the bandwidth for teaching and research capacity for current nutrition faculty so future plans would need to include additional faculty positions to mitigate this concern. This approach expands connections between food science, nutrition, and community/public health beyond the current single college model to promote the land grant mission.

2. Perceived loss of connection to land grant mission/College of Ag by state stakeholders. Stakeholders across the state shared concern through advisory board, legislative comment, and personal feedback regarding concern for the loss of connection to food and agriculture by relocating nutrition to DKH and the college of HS.

Mitigation strategy: Clearly communicate change in structure and current/potential connections between nutrition faculty and state stakeholders to meet and enhance the land grant mission. This particular concern would be mitigated by Extension appointments for nutrition faculty and/or relocation of nutrition Extension programs to the College of HS as well.

Alternative approach: Extension appointment and relocation of nutrition Extension programs to the college of HS would serve to strengthen and expand connection to the land grant mission and service to state stakeholders.

3. Need for administrative support/overhead costs. Incorporating 3 faculty positions and additional student majors would require an increase in administrative support for current DKH.

Mitigation strategy: consider including 0.4 FTE of current FCS administrative support staff positions in the move to DKH, as described in the proposed Organizational Restructure.

Alternative approach: If CNP/Extension moves with nutrition faculty, and tenure-track faculty positions include a percentage of Extension, administrative support would need to be provided by the AES Office in the College of Agriculture. Additionally, increased funding to the Office of Research & Economic Development and the development of a UW Graduate School will likely be components of UW's transition to an R1 research classification. This increased funding will support mergers and increased research capacity campus-wide.

4. Need for research and teaching spaces. Classroom space, teaching kitchen, and research labs for Human Nutrition & Food/Dietetics students are housed in the College of Ag. Current space in Corbett would not be able to accommodate these needs. Ideally, all faculty in the School of KNH would be in the same building.

Mitigation strategy: This is not a unique challenge to this 2-13 committee. If approved by the Board of Trustees, further conversation and planning for spaces and relocation will be part of the implementation step. Potential renovations to Corbett could provide space for incoming nutrition faculty and students.

Alternative approach: Until new or remodeled spaces and relocation strategies are planned and implemented, nutrition faculty would utilize existing space in the Ag building. Further discussion about collaborative teaching spaces, accessibility to faculty for students, and overall interaction between faculty, staff, and students in Corbett will occur at the implementation step.

5. Potential loss of donor funds and scholarships specific to FCS. Several scholarships and at least one graduate assistantship are currently tied to FCS department and/or majors. It is unclear which and how these funds are connected to nutrition. Thus, our committee is missing information to clearly describe unintended consequences related to donor funds and scholarships.

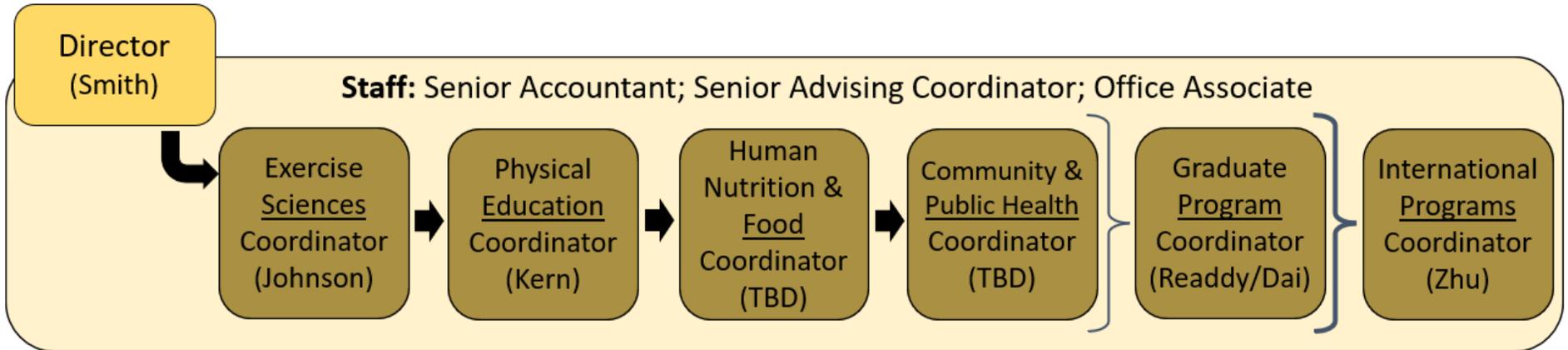
Mitigation strategy: guidance and feedback from UW Foundation is currently being gathered. Some of the scholarships and the GA are directly linked to nutrition so could likely move to the new School of KNH in Health Sciences.

Alternative approach: UW Foundation leaders may need to connect with specific donors for guidance if changes are needed.

Appendix A: Administrative Organizational chart for School of Kinesiology, Nutrition and Health

School of Kinesiology, Nutrition & Health (*proposed*)

~550 students; 2.4 staff; 16 faculty (Lecturers, T-T, Tenured; 12 research-track) starting Fall 2022



Anticipated student & faculty metrics (based on 2019)

- 34 students per full-time faculty FTE
- 11,035 student credit hours (SCH) generated
- 689 SCH per full-time faculty
- Degrees awarded in 1st year: 116 UG & 9 Grad



3-year projection 15% growth (spring 2025)

- 39 students per full-time faculty FTE
- 12,690 student credit hours (SCH) generated
- 793 SCH/full-time faculty
- Degrees awarded: 133 UG & 10 Grad

Appendix B. Health Core–Curriculum

Table 1. Outline of shared and unique courses between Human Nutrition and Kinesiology and Health Majors

Key:					
	Health–Core Curriculum Shared by all 3 majors	Human Nutrition and Food and Dietetics	Future Graduate Module Dietetics	Exercise Science	Elective
Semester	Exercise Science	Human Nutrition	Future Graduate Model Dietetics		
1 FALL	ENGL 1010 – College Composition	ENGL 1010 USP Communication 1	ENGL 1010 USP Communication 1		
	FCSC 1141 – Principles of Nutrition	FCSC 1141 Principles of Nutrition	FCSC 1141 Principles of Nutrition		
	LIFE 1010 – General Biology	LIFE 1010 General Biology	LIFE 1010 General Biology		
	MATH 1400/05/50 – college math	MATH 1400/05/50 – college math	MATH 1400/05/50 – college math		
	FYS – Freshman Year Seminar	USP First–Year Seminar	USP First–Year Seminar		
2 SPRING	CHEM 1020 – General Chemistry 1	CHEM 1020 – General Chemistry 1	CHEM 1020 – General Chemistry 1		
	POLS 1000 – American and Wyoming Government	POLS 1000 – American and Wyoming Government	POLS 1000 – American and Wyoming Government		
	PSYC 1000 – General Psychology	PSYC 1000 – General Psychology	PSYC 1000 – General Psychology		

	SOC 1000 – Sociological Principles	SOC 1000 – Sociological Principles	SOC 1000 – Sociological Principles
	STAT 2050/70 – Fundamentals of Statistics/Introductory Stat	STAT 2050/70 – Fundamentals of Statistics/Introductory Stat	STAT 2050/70 – Fundamentals of Statistics/Introductory Stat
	KIN 2040 – Human Anatomy & Lab	KIN 2040 – Human Anatomy & Lab	KIN 2040 – Human Anatomy & Lab
3 FALL	KIN 1006 – Intro to Kinesiology	CHEM 1030 – General Chemistry II	CHEM 1030 – General Chemistry II
	KIN 3021 – Exercise Physiology & Lab	MOLB 2021 – General Microbiology	MOLB 2021 – General Microbiology
	HLED 1006 – Personal Health	FCSC 2141 – Nutrition Controversies	FCSC 2141 – Nutrition Controversies
	KIN 3010 – Fundamentals of Health and Fitness Assessment	FCSC 1150 Scientific Study of Food	FCSC 1150 – Scientific Study of Food
	ZOO 3115 – Human Systems Physiology	ZOO 3115 – Human Systems Physiology	ZOO 3115 – Human Systems Physiology
4 SPRING	FCSC 2200 – Professionalism and Communication	FCSC 2200 – Professionalism & Communication	FCSC 2200 – Professionalism & Communication
	HLED 3020 – Community and Public Health Promotion	HLED 3020 – Community and Public Health Promotion	HLED 3020 – Community and Public Health Promotion
	Elective	CHEM 2300 – Introduction to Organic Chemistry	CHEM 2300 – Introduction to Organic Chemistry
	ENGL 4010 Technical Writing in the Professions	ENGL 4010 Technical Writing in the Professions	ENGL 4010 Technical Writing in the Professions
5 FALL	PHYS 1050/1110 – Concepts of Physics or General Physics 1	Human Nutrition and Food Elective	MOLB 3610 – Principles of Biochemistry

	KIN 3010 – Fundamentals of Health and Fitness Assessment	Elective	MGT 3210 Management and Organization
	KIN 3034/4020 – Lifespan Motor Development/Motor Behavior	Elective	Genetics
6 SPRING	KIN 3037/38 – Sport/Exercise Psychology	FCSC 3142 – Geriatric Nutrition	FCSC 3142 Geriatric Nutrition
	KIN 3042 – Biomechanics	FCSC 4044 – Maternal, Infant, and Adolescent Nutrition	FDSC 3720 – Applied Food Chemistry
	KIN or HLED Elective	FCSC 4147 – Nutrition and Weight Control	MOLB 4100 Clinical Biochemistry
	FCSC 3145 Sports Nutrition and Metabolism	Elective	FCSC 3145 Sports Nutrition and Metabolism
7 FALL	KIN or HLED Elective	FCSC 4145 – Advanced Nutrition	FCSC 4145/5145 Advanced Nutrition
	KIN 4015/16 – Internship / Research	Elective	FCSC 4XXXX Professionalism in Dietetics
	KIN 4015/16 – Internship / Research	Upper Division Elective	FCSC 3152 Food management and production
	Upper Level Elective	Upper Division Elective	FCSC 5/4XXX Foodservice management and leadership internship
8 SPRING	Any Elective	FCSC 4150 – Experimental Foods	FCSC 5XXX Community and Public Health Nutrition
	Any Elective	Upper Division Elective	FCSC 5044 Maternal, Infant, and Adolescent nutrition
	Any Elective	Upper Division Elective	FCSC 5147 Nutrition and Weight Control

Any Elective	Upper Division Elective	Elective
9 SUMMER		FCSC 5XXX Community Nutrition Experience/Internship
10 FALL		FCSC 5210 Therapeutic Nutrition I: Nutrition Assessment STAT 5050 Statistical methods in biological sciences KIN 5085 Research Methods Elective
11 J-TERM		FCSC 5XXX Clinical Nutrition Experience I
12 SPRING		FCSC 5220 Therapeutic Nutrition II: Clinical conditions and medical nutrition therapy FCSC 5230 Therapeutic Nutrition Counseling FCSC 5XXX Clinical Nutrition Experience II FCSC 5XXX Dietetics capstone

Appendix C. Relevant careers upon completion of a degree in the School of Kinesiology, Nutrition, and Health and Job Outlook

Occupation/ Career ¹	Number of Jobs 2019	Job Outlook 2019-29	Job Outlook Category	Estimated New Jobs 2019-29	Typical Entry Level Education	2019 Median Pay
Dietician/Nutritionist	74,200	8%	Much faster than average	5,900	Bachelor's	\$ 61,270
Exercise Physiologist	19,800	11%	Much faster than average	2200	Bachelor's	\$ 49,170
Fitness Trainer/Instructor	373,700	15%	Much faster than average	57,600	High School	\$ 40,390
Health Educator & Community Health Worker	127,100	13%	Much faster than average	17,000	Not Reported	\$ 46,910
Medial & Health Services Managers	422,300	32%	Much faster than average	133,200	Bachelor's	\$ 100,980
Nursing	3,096,700	7%	Much faster than average	221,900	Bachelor's	\$ 73,300
Physical Therapy	258,200	18%	Much faster than average	47,000	Doctoral	\$ 89,440
Physician Assistant	125,500	31%	Much faster than average	39,300	Master's	\$ 112,260
Re habilitation Counselors	120,200	10%	Much faster than average	12,300	Master's	\$ 35,950
Respiratory Therapist	135,800	19%	Much faster than average	26,300	Associate's	\$ 61,330
Epidemiologist/Public Health	8,000	5%	Faster than average	400	Master's	\$ 70,990
Physician/ Surge on	752,400	4%	As fast as average	27,300	Doctoral	\$ 208,000
Occupation/ Career ²	Number of Jobs 2016	Job Outlook 2019-26	Job Outlook Category	Estimated New Jobs 2016-26	Typical Entry Level Education	2016 Mean Pay
Physical Educator	20,600	10.00%	As fast as average	5,800	Bachelor's	\$ 63,000

¹ Data reported from the Bureau of Labor Statistics, accessed 1/20/2021 <https://www.bls.gov/>

² Data reported from Career Explorer, accessed 2/19/2021 <https://www.careerexplorer.com/careers/physical-education-teacher/job-market/>