



Office of the Dean  
COLLEGE OF HEALTH AND HUMAN SCIENCES



TO: President Mitch Daniels  
Provost Jay Akridge  
Academic Deans  
The Academic Reorganization Committee of the Faculty Senate

FROM: Richard Mattes, Director of the Public Health Graduate Program and Distinguished Professor  
of Nutrition Science  
Marion K Underwood, Dean, College of the Health and Human Sciences (HHS)

DATE: May 21, 2019

RE: A Proposal to Realign HHS Programs and to Form a Department of Public Health

Attached please find a proposal to realign academic programs in the College of Health and Human Sciences. This proposal is motivated by our strong desire to improve our academic programs for students in Consumer Science, Hospitality and Tourism Management, and Public Health. Specifically, the proposal is to: (1) Create a Department of Public Health within the College of Health and Human Sciences; and (2) Create a Division of Consumer Science within the Department of Hospitality and Tourism Management.

The new Department of Public Health would include the undergraduate program currently housed in the Department of Kinesiology and the graduate Masters in Public Health Program currently administered at the college level. We would like to take the opportunity to outline the benefits of forming a new Department of Public Health.

#### **Advance program quality**

- External visibility and credibility would improve and enrollment would increase.
- The ability to offer tenure in a Department of Public Health (not currently eligible) would enhance recruitment and stability of high caliber faculty.
- Teaching efficiency would improve. Presently, the undergraduate and graduate programs are in different units and have mostly distinct faculty.
- Having a dedicated faculty would enhance processes for program evaluation and improvement.
- Opportunities for external funding would increase. Funding for public health research comes from multiple sources: federal (Centers for Disease Control and Prevention, Food and Drug Administration, National Institutes of Health, Agency for Healthcare Research and Quality, Administration for Children & Families), global (e.g., World Health Organization, World Bank) and private trusts and foundations (e.g., Robert Wood Johnson Foundation, Kellogg's). A review of Purdue funding indicated that between 2014 and 2017, Public Health Graduate Program faculty received 113 awards totaling over \$126 million. Conservative estimates indicate that a mean of over \$7 million was focused directly on public health research in a period when the PHGP was not designed to emphasize research. Forming a Department of Public Health with both the existing professional master degree (MPH) and thesis-based degrees (Master of Science in Public Health and

Doctorate in Public Health) will strengthen and broaden student and faculty research and enhance competitiveness for external funding.

### **Augment community impact**

- Forming an identifiable unit will draw attention from potential community partners.
- Having a single unit will allow for more nimble responsiveness to emerging issues and increased opportunities for engagement.

### **Add distinction to the University**

Currently in Indiana, there are two accredited Schools of Public Health; (Richard M. Fairbanks School of Public Health: IUPUI and Indian University School of Public Health-Bloomington) and one accredited master's program (Purdue). Why should Purdue expand and what is unique about our program?

- Purdue has particular strengths in engineering, pharmacy, agriculture, veterinary medicine and extension. All can contribute to a Department of Public Health with a focus unmatched by the other universities in the state (for a list of faculty affiliated with the current PHGP and their research profiles see <https://www.purdue.edu/hhs/mph/current/faculty.html> ).
- HHS has already developed the only fully online, accredited MPH option in Indiana. Thus, although we are presently only a program and not a school, our potential for growth outpaces the others.
- Purdue is building its reputation in the life sciences; public health would be an asset to that effort.
- Our dual graduate degree option is rare in the public health field. The PhD + MPH option is already popular (14 students) and once advertised, could expand markedly.
- The unmet needs for healthy lives of Hoosiers are vast, far outpacing the capability of the other schools to meet them. Purdue can supply leaders to the field.

The Integrated Benefits Institute estimates that workforce illness costs the U.S. \$576 billion annually; 39% due to lost productivity. Workplace-related injuries result in a loss of \$62 billion annually (US Bureau of Labor Statistics & National Academy of Social Insurance). Public health promotion efforts can ameliorate losses (e.g., companies with strong wellness programs outperform the S&P) and contribute to the quality of life. However, due largely to retirements, the public health workforce is actually shrinking. The Association of Schools of Public Health estimates the workforce needs to triple to meet anticipated needs. Establishing a Department of Public Health is the next logical step in the synergy formed by the creation of the College of Health and Human Sciences. Public Health has strong support across the college, draws high caliber students and faculty, and stands ready to build partnerships with the community to improve their health and quality of life.


### **Advantages of Aligning Consumer Science (CSR) with Hospitality and Tourism Management (HTM)**

- Forming a division of Consumer Science within Hospitality and Tourism Management would increase the quality and visibility of all of the undergraduate majors and would lead to increases in undergraduate enrollment.
- Aligning these programs would create a large, strong unit that unites all our programs that focus on human relationships and business services.
- Both units develop talent and leaders for industries that directly serve consumers in retail settings.
- These units have a long history of productive collaboration: they have had biennial career fairs together for years and both offer courses related to service management and business operations.

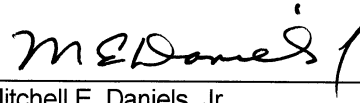
- Aligning these units would provide more faculty support for the large undergraduate majors in CSR: Selling and Sales Management, Retail Management, and Financial Counseling and Planning.

Thank you for considering this proposal to realign academic programs within HHS and to form a new Department of Public Health.

*Recommended Approval:*

 5/22/19  
\_\_\_\_\_  
Jay T. Akridge Date  
Provost and Executive Vice President for  
Academic Affairs and Diversity

*Approved:*

 5/29/19  
\_\_\_\_\_  
Mitchell E. Daniels, Jr. Date  
President

## MEMORANDUM

### *Executive Summary of Upcoming Board Review or Action Item*

**DATE:** May 13, 2019  
**TO:** Board of Trustees  
**FROM:** Marion Underwood, Primary Contact, (765) 494-8210; [underwood@purdue.edu](mailto:underwood@purdue.edu)  
**CC:** Tom Berndt, Secondary Contact, (765) 555-5556; [berndt@purdue.edu](mailto:berndt@purdue.edu)  
**SUBJECT:** Realignment of Academic Programs in the College of Health and Human Sciences

**Purpose:** *Check all that apply:*

- This item is recommended for discussion by the Board in executive session.
- This item is recommended for discussion by the Academic Affairs and Student Success Committee at its meeting.
- This item will require a formal vote by the Academic Affairs and Student Success Committee at its meeting.
- This item will require a formal vote by the Board in the Stated Meeting.
- This item will be presented in a formal resolution for action at the Stated Meeting.

**Attachments:** [*List any attachments to the memo as Exhibits or Appendices or note, "No Attachments"*] The following attachments accompany this memo:

Attachment A – Executive Summary  
Attachment B – Proposal to Realign Academic Programs in HHS  
Attachment C – Evaluation and Timeline of Faculty Consultation  
Attachment D – Aoc Report to EPC (HHS Realignment)

**Executive Summary:** [*Provides a high level narrative and should provide some interpretative commentary surrounding any data or other graphical information being provided in any attachments.*]

Please see attached

**Concluding thought:** The purpose of the Executive Summary is to ensure the trustees know an item will be discussed at the meetings, to give them a general understanding, and to provide contact information if they have early questions. Please keep it to one page, and limit attachments to only those needed to provide a useful introductory overview. You'll have a chance to provide a **more complete memo** to be included in the advance materials for the Stated Meeting.

## **Attachment A - Executive Summary**

### **Proposal to Form a Department of Public Health and Realign Other HHS Programs**

**April 16, 2019**

#### **Introduction**

To better serve students in the College of Health and Human Sciences and to enhance the visibility of our programs in Public Health, we propose a realignment of academic programs. We propose to form a new Department of Public Health to house several programs already existing within the different units of HHS. We propose to move the undergraduate and graduate programs currently in the Department of Consumer Science into a Division of Consumer Science within the School of Hospitality and Tourism Management (HTM), which would continue to offer the undergraduate and graduate programs in Consumer Science. This reorganization will allow us to offer even stronger academic programs for students in the undergraduate majors in Consumer Science, Hospitality and Tourism Management, and Public Health.

#### **Goals and Objectives**

This realignment has two primary goals. First, we seek to enhance the quality, visibility, and enrollment of our programs in Public Health by creating a department with a dedicated faculty devoted to building these programs. Second, we seek to raise the quality of our academic programs in Consumer Science by moving them into a unit with more tenured/tenure track faculty with expertise in service management, the School of Hospitality and Tourism Management.

#### **Proposed Realignments in the College of Health and Human Sciences**

During the past decade, Purdue University has realigned its academic units to elevate the visibility and increase the effectiveness of its discovery, learning, and engagement activities in the health and human sciences. The first major step in this realignment process was the establishment in 2010 of the College of Health and Human Sciences (HHS), which created a new college from nine existing academic units that had previously been part of other colleges. HHS provided a unifying structure for key academic departments and schools in the health sciences and human sciences, but no academic programs were added, eliminated, or modified at the time of the new college's formation. This proposal is for the next major realignment of the College of Health and Human Sciences, one that involves changes in academic departments and programs (changes requested are underlined below).

- The transition of the Public Health Graduate Program into a Department of Public Health that offers not only the MPH degree but also the M.S. and Ph.D. degrees (pending approval by the Graduate School and the Indiana Commission on Higher Education). Almost all faculty with joint appointments in the current graduate program and in another HHS unit would become faculty with full-time appointments in the new Department of Public Health.
- The movement of the undergraduate major in Public Health and the Health and Kinesiology faculty who are the academic leaders of that program into the new Department of Public Health. To reflect this realignment, the department will consider the possibility of a name change.

- The transfer of the Consumer Science faculty with primary expertise in health-related issues into the new Department of Public Health. The recently approved online Executive Master's Program in Health Administration would also move into that department.
- The transformation of Consumer Science from a separate department into a Division of Consumer Science within the School of Hospitality and Tourism Management, and the transition of the current Consumer Science faculty with expertise in the primary areas of consumer science into that division. This change is necessary because of the high student-faculty ratio in Consumer Science and the need to plan to increase the number of Consumer Science faculty substantially; it would also place in one school two groups of faculty who share expertise in service operations and management. This placement should strengthen the academic programs both in Consumer Science and in Hospitality and Tourism Management.

## **Attachment B - A Proposal to Realign HHS Programs and to Form a Department of Public Health**

**April 16, 2019**

### **Submitted by:**

**Dr. Richard Mattes, Director of the Public Health Graduate Program, Distinguished Professor of Nutrition Science**

**Dr. Richard Ghiselli, Head of the School of Hospitality and Tourism Management and Interim Head of the Department of Consumer Science**

**Dr. Timothy P. Gavin, Professor and Head of the Department of Health and Kinesiology**

**Dr. Aaron B. Bowman, Head of the School of Health Sciences**

### **A. Brief Justification**

To better serve students in the College of Health and Human Sciences and to enhance the quality and visibility of our programs in Public Health, we propose a realignment of academic programs. We propose to form a new Department of Public Health to house several programs already existing within the different units of HHS. We propose to move the undergraduate program in Public Health, currently in the Department of Health and Kinesiology, and the Graduate Public Health Program currently in the College of HHS to a new Department of Public Health. We propose to move the undergraduate and graduate programs currently in the Department of Consumer Science into a Division of Consumer Science within the School of Hospitality and Tourism Management (HTM), which would continue to offer the undergraduate and graduate programs in Consumer Science. This reorganization will allow us to offer even stronger academic programs for students in the undergraduate majors in Consumer Science, Hospitality and Tourism Management, and Public Health.

#### Rationale for a Division of Consumer Science within the School of Hospitality and Tourism Management:

We propose to transform the Department of Consumer Science into a division within the School of Hospitality and Tourism Management. This will result in the formation of a large unit that offers all of our programs that emphasize human relationships and business services. The Department of Consumer Science (CSR) offers three undergraduate majors: Selling and Sales Management, Retail Management, and Financial Counseling and Planning. These programs attract considerable numbers of students (N=440, with 245 in Selling and Sales Management, 109 in Retail Management, 84 in Financial Counseling and Planning, and 2 in an Apparel Design and Technology major that is being phased out but has been recently revived as a concentration within Retail Management). Retention rates are strong (94% for one-year and 75% for two-year retention for the Fall 2017 cohort as reported in the Purdue Data Digest). Graduation rates are high (69% for four-year and 91% for six-year graduation as reported in the Purdue Data Digest). We believe that moving these undergraduate programs to our excellent, highly ranked School of Hospitality and Tourism management will raise their quality, visibility, and lead to even higher enrollment.

Over the years as Consumer Science faculty members have been hired with research interests unrelated to these undergraduate majors, the proportion of courses that Consumer Science students take from tenured and tenure track faculty has fallen to less than a third. Undergraduate students in Consumer Science deserve additional support from faculty with expertise in service management and business operations. Therefore, we propose that the undergraduate majors in Consumer Science plus the small graduate program move as a Division of Consumer Science to the School of Hospitality and Tourism Management (HTM), along with the staff, continuing lecturers, clinical faculty, and a small number of regular faculty members who are devoted to serving

these students. CSR and HTM have had a long tradition of productive collaboration, especially in serving undergraduate students. Both units develop talents and leaders for industries that directly serve consumers in retail settings. They have held bi-annual career fairs together for the last three years. They overlap in undergraduate courses related to service management and business operations, and consumer sales and marketing, as well as in graduate courses in consumer behavior and research methods. This part of the proposed realignment enables a seamless integration of curricula and student services and a greater synergy in graduate education and research.

As part of the realignment of HHS programs, we propose that the Department of Consumer Science be dissolved. Consumer Science is a small department with few faculty whose research interests focus on issues in consumer science. Those faculty members and the many Consumer Science students would benefit from aligning with the much larger School of Hospitality and Tourism Management, whose faculty and students have complementary interests and expertise in business operations and management. At the same time, the Department of Consumer Science has four tenured/tenure track faculty members whose research is focused on Public Health, but those faculty members have limited access to undergraduate students in Public Health, as they currently do not teach in the undergraduate Public Health program. As part of the realignment of programs within HHS, the Consumer Science faculty members with research interests in Public Health will join a new Department of Public Health. The recently approved Executive Masters in Health Administration currently led by Consumer Science faculty with Public Health expertise will fit well in the new Department of Public Health and already shares some course work with the online Masters in Public Health (MPH) program.

#### Rationale for creation of a Department of Public Health:

The College of Health and Human Sciences proposes to form a Department of Public Health to create and translate knowledge that promotes the health of people and their communities. Training will be directed at the protection of population health through research, education, policy development and administration of services. Particular emphasis will be placed on disease and injury prevention by ensuring healthcare equity, quality and accessibility. The undergraduate program in Public Health, currently in the Department of Health and Kinesiology, and the Masters in Public Health program, currently administered from the College, have both demonstrated marked growth. Creating a Department of Public Health would allow even greater success at both levels.

**Undergraduate Program Strengths -** Enrollment in the Public Health undergraduate major has grown steadily, to 193 majors in 2018. Faculty in the Department of Health and Kinesiology includes one senior expert in health promotion and disease prevention, and four recently hired, highly promising assistant professors, all of whom conduct research squarely focused on public health.

**Undergraduate Program Concerns and Promise -** The undergraduate major in Public Health currently resides in the Department of Health and Kinesiology. Although substantial, the potential growth of the undergraduate major may have been limited by low visibility in a department focused on two distinct disciplines, Kinesiology and Public Health, and there is currently limited continuity in curriculum and training between the undergraduate and graduate programs. Despite the challenges of limited visibility, the strong demand, evidenced by its increasing enrollment, provides a basis for enhancing the training experience offered to these students. We propose that the undergraduate major currently housed in the Department of Health and Kinesiology move to the new Department of Public Health. With its new focus, the Department of Health and Kinesiology will consider changing its name to sharpen its identity.

**Graduate Program Strengths –** The College of Health and Human Sciences has a history of offering graduate programs in public health; a Master's in Public Health Program offered by the Department of Health and Kinesiology received approval from the Indiana Commission on Higher Education (ICHE) in 2007. However,



due to limited visibility and research opportunities, as well as a lack of accreditation, it did not thrive. Following strategic planning in the new College of Health and Human Sciences, it was determined that public health was a logical signature area that would foster synergies among the units. The college-level Public Health Graduate Program (PHGP) launched in the summer of 2014. Enrollment in the PHGP has risen every year since its inception to a current enrollment of 68, despite not being accredited until recently and expending essentially no resources towards recruitment. The MPH is now fully accredited by the Council on Education for Public Health through 2023; and offers on-campus, fully online and hybrid degrees. As is true of the Public Health Graduate Program, the new Department of Public Health will continue its emphasis on collaborative and synergistic interactions with other units within and beyond HHS to grow its current interdisciplinary concentrations in Environmental Health, Family and Community Health and Health Statistics while pursuing new concentrations drawing on strengths at the University. With increased visibility through formation of a Department of Public Health, we expect enrollment to rise markedly. The online track launched in April of 2018 and already has 19 students enrolled and has tremendous potential for growth. One hundred percent of MPH graduates who responded to surveys hold public health-related positions (N=17) or are pursuing higher academic training (N=6). The PHGP has an endowment (Glezen) and is overseen by an excellent External Advisory Committee (<https://www.purdue.edu/hhs/mph/about/committee.html>). For additional details about the graduate program, see <https://www.purdue.edu/hhs/mph/>.

Graduate Program Concerns and Promise – On-campus growth is presently constrained by a lack of control over a) the curriculum due to the inability to hire faculty with appointments in Public Health and b) class size and offerings because the MPH program is administered through the college instead of a department. Currently, MPH students take courses offered through multiple departments and these departments, rather than the graduate MPH program, determine when courses will be taught and how many students can enroll. The graduate MPH program is presently staffed by only five faculty with 0.4-0.6 FTE appointments in Public Health (the balance of their appointments are in Consumer Science, Health and Kinesiology, Human Development and Family Studies as well as Nutrition Science). Forming a Department of Public Health would allow a dedicated full-time faculty to enhance the curriculum and experiential learning opportunities, increase the visibility of programs at all levels, and could result in doubling or tripling of the on-campus undergraduate and graduate enrollment (comparable in size to IU Bloomington’s School of Public Health).

It should be noted that within HHS is the School of Health Sciences, which houses several undergraduate pre-professional majors. One is a small concentration of the Health Sciences Preprofessional major in public health with eight students currently enrolled. The educational objectives of this major align with the applied clinical sciences and environmental health sciences focus of the School of Health Sciences. Thus, this public health concentration offers a distinct educational focus from the population and community health and wellness focus of the public health undergraduate degree to be housed in the new Department of Public Health. Thus, although continued collaboration between the two units will be sustained with the shared interests in environmental health, their scientific orientations and educational programs are distinct. To avoid confusion, the Health Sciences faculty will consider changing the name of the public health concentration to better highlight these distinctions.

**B. List of tenured/tenure track and other faculty whose appointments proposed for the new Division of Consumer Science within the School of Hospitality and Tourism Management** (\*Note that changing tenure homes for tenured faculty at Purdue requires the approval of the Dean, both Department Heads, and a positive vote of the primary committee of the receiving department, in this case, HTM.)

<b>Faculty Name</b>	<b>Academic Rank</b>	<b>Current Department</b>
Sugato Chakhavarty	Professor	Consumer Science
Richard Feinberg	Professor	Consumer Science

Christine Ladisch	Professor	Consumer Science
Jason Clark	Associate Professor	Consumer Science
Jonathan Bauchet	Assistant Professor	Consumer Science
Jiong Sun	Assistant Professor	Consumer Science
Kristofer Chang Alexander	Continuing Lecturer	Consumer Science
David Evans	Continuing Lecturer	Consumer Science
Sally Harmon	Continuing Lecturer	Consumer Science
Catherine Zhang	Continuing Lecturer	Consumer Science

**List of tenured/tenure track and other faculty whose full-time appointments are proposed for the new Department of Public Health**

<b>Faculty Name</b>	<b>Academic Rank</b>	<b>Current Department</b>
Richard Mattes	Professor	Nutrition Science, PHGP Director
Gerry Hyner	Professor	Health and Kinesiology
Sandra Liu	Professor	Consumer Science
Stewart Alexander	Associate Professor	Consumer Science
Andrea DeMaria	Assistant Professor	Consumer Science
Laura Schwab-Reese	Assistant Professor	Health and Kinesiology
Yumary Ruiz	Assistant Professor	Health and Kinesiology
Jorge Banda	Assistant Professor	Health and Kinesiology
Monica Kasting	Assistant Professor	Health and Kinesiology
Nilupa Gunaratna	Assistant professor	Nutrition Science
Natalia Rodriguez	Assistant Professor	Consumer Science (appointed starting 7/1/19)
Kelly Bailey	Continuing Lecturer	Health and Kinesiology

**List of tenure track faculty with proposed 49% appointment in the new Department of Public Health**

<b>Faculty Name</b>	<b>Academic Rank</b>	<b>Current Department</b>
Robert Duncan	Assistant Professor	Human Development and Family Studies

By definition, Public Health is highly interdisciplinary. Therefore, although the faculty members listed above would have their faculty appointments in the new Department of Public Health, it is important to note that the programs in this new department would also be supported by the large number of faculty currently affiliated with the MPH program, both within HHS and in other colleges at Purdue. These faculty members teach core, concentration and elective courses taken by MPH students. They serve on standing (e.g., admissions, curriculum, awards) and ad hoc (e.g., faculty search, program evaluation) committees. Additionally they supervise student practicum and culminating project experiences. Currently affiliated faculty include:

Forman, Michele	Distinguished Professor	Department of Nutrition Science
Adler, Howard	Named Professor	School of Hospitality and Tourism Management
Arling, Gregory	Named Professor	School of Nursing
Beck, Alan	Named Professor	Department of Comparative Pathobiology
Friedman, Elliot	Named Professor	Department of Human Development and Family Studies
Kline, Wendy	Named Professor	Department of History
Savaiano, Dennis	Named Professor	Department of Nutrition Science
Agnew, Christopher	Professor	Department of Psychological Sciences
Almanza, Barbara	Professor	School of Hospitality and Tourism Management

Craig, Bruce	Professor	Department of Statistics
Hill, Catherine	Professor	Department of Entomology
MacDermid	Professor	Department of Human Development and Family Studies
Wadsworth, Shelley		
Mattson, Marifran	Professor	Brian Lamb School of Communication
McCabe, George	Professor	Department of Statistics
Moore, George	Professor	Department of Veterinary Administration
Shields, Cleveland	Professor	Department of Human Development and Family Studies
Ward, Mark Daniel	Professor	Department of Statistics
Zheng, Wei	Professor	School of Health Sciences
Bailey, Regan	Associate Professor	Department of Nutrition Science
Behnke, Carl	Associate Professor	School of Hospitality and Tourism Management
Cannon, Jason	Associate Professor	School of Health Sciences
Christ, Sharon	Associate Professor	Department of Human Development and Family Studies
Eicher-Miller, Heather	Associate Professor	Department of Nutrition Science
Franks, Melissa	Associate Professor	Department of Human Development and Family Studies
Freeman, Jennifer*	Associate Professor	School of Health Sciences
Kinzig, Kimberly	Associate Professor	Department of Psychological Sciences
Klenosky, David	Associate Professor	Department of Health and Kinesiology
Weng, Hsin-Yi	Associate Professor	Department of Comparative Pathobiology
Amireault, Steve	Assistant Professor	Department of Health and Kinesiology
Liu, Sa*	Assistant Professor	School of Health Sciences
McGraw, Tim	Assistant Professor	Purdue Polytechnic Institute
Perrault, Evan	Assistant Professor	Brian Lamb School of Communication
Richards, Elizabeth	Assistant Professor	School of Nursing
Ruple, Audrey	Assistant Professor	Department of Comparative Pathobiology
Simpson, Vicki	Assistant Professor	School of Nursing
Wells, Ellen*	Assistant Professor	School of Health Sciences

\*Teach a core course in the Public Health Graduate Program Curriculum

**C. Identification of who will serve as the head for the new unit**

Richard Mattes, MPH, PhD – Currently, Distinguished Professor of Nutrition Science and Director of the Public Health Graduate Program.

**D. List of degrees within the new unit with enrollment numbers attached for the past three years**

	2015-2016	2016-2017	2017-2018
BS in Public Health enrollment	129	151	166
BS degrees awarded	51	49	65
Master’s in Public Health enrollment	22	42	52 (45 residential, 7 online)
MPH degrees awarded	4	11	12

**E. A statement about the derivation of the budget for the new department or school**

With the proposed realignment of programs within HHS, budgets across three departments and one program will be adjusted.

With the restructure, we anticipate that all current budget funds will be reallocated across at least two existing departments (HTM and Health and Kinesiology) and the new department (Public Health).

The current department of Consumer Science will have some faculty, staff and budget reassigned to the Division of Consumer Science within HTM, and some faculty, staff, and budget reassigned to the new Department of Public Health.

The current department of Health & Kinesiology will have some faculty, staff, and budget reassigned to the new department of Public Health. In addition, the current Graduate Public Health Program has a general fund recurring allocation of revenue that will be reassigned to the new department of Public Health.

We anticipate growth in the new Department of Public Health. The current Graduate Public Health program is primarily supported by income from the on-campus Professional Master's Program and the on-line Master's program. Ideally, both on campus graduate and undergraduate Public Health programs will grow along with the online graduate program. We will review revenue carefully to identify whether additional college funds are needed to support the Department of Public Health.

**F. Proposed date for the initiation of the new unit.**

August 19, 2019

## **Attachment C - Proposal to Form a New Department of Public Health and to Realign Programs within HHS**

### **The Evolution of the Proposal and a Timeline of Faculty Consultation**

**April 16, 2019**

In 2010, the College of Health and Human Sciences (HHS) was formed as an academic realignment that created a new college from nine existing academic units that had previously been part of other colleges. HHS provided a unifying structure for key academic departments and schools in the health sciences and human sciences, but no academic programs were added, eliminated, or modified at the time of the new college's formation.

The next steps in the realignment process were internal to HHS, and so were less visible from outside the college, but they involved significant changes in several academic programs for undergraduate and graduate students. HHS faculty approved all changes. These changes included:

- The transition of the Master of Public Health (MPH) program from its position within the Department of Health and Kinesiology to the status of an independent program administered at the college level and labeled as the Public Health Graduate Program. This transition occurred because the college's academic leaders recognized the importance of public health to the entire college.
- The evolution of the undergraduate major in Health Promotion in the Department of Health and Kinesiology into a major in Public Health.
- The evolution of the undergraduate major in General Health Sciences in the School of Health Sciences into a Health Sciences Pre-Professional major with several concentrations, one of which is Public Health.
- The addition of faculty in the Department of Consumer Science with expertise in health-related issues such as health communication; disparities in access to healthcare as a function of gender, race, ethnicity, and socioeconomic status; and healthcare administration and systems. These changes, although they reflected the strategic direction of the college and strengthened the MPH program, also created a division between Consumer Science faculty with research and teaching expertise in the longstanding areas of consumer science (i.e., personal finance, retail management, and professional selling) and faculty with research and teaching expertise in health- and healthcare-related areas.

### **Timeline of Faculty, Staff, and Alumnae Consultation on the Current Proposal**

The current proposal for a realignment of HHS programs emerged from a series of faculty discussions in the Fall of 2018. Below is a timeline of faculty consultation on this proposal.

Aug 27	Marion Underwood met separately with Jason Clark and Stewart Chang Alexander, both Associate Professors of Consumer Science
Sep 4	Marion Underwood met with Rich Ghiselli, Interim Head of Consumer Science
Sep 7	Marion Underwood met with the HHS Development team to discuss possible alumnae concerns
Sep 12	Marion Underwood met with the Consumer Science Department to inform them that tenure track searches were not being approved due to a possible realignment
Sep 12	Marion Underwood met with Tim Gavin, Head of Health and Kinesiology
Sep 20	All HHS Department Heads discussed a possible realignment of programs in HHS

- Oct 1 Marion Underwood met with the HHS Faculty Affairs Committee and discussed a proposal for a possible realignment of HHS programs
- Oct 18 All HHS Department Heads again discussed a possible realignment of programs in HHS
- Oct 25 Rick Mattes met with the PHGP Executive Committee to discuss the new department; several prospective Public Health faculty were present
- Nov 7 At the HHS Fall Faculty meeting, Marion Underwood provided an overview of the proposal for realignment
- Nov 7 Marion Underwood met again with the Consumer Science department
- Nov 14 Marion Underwood met with the Department of Health and Kinesiology faculty
- Nov 15 All HHS Department Heads discussed a possible realignment of programs in HHS
- Nov 19 Rick Mattes met with prospective Public Health Department faculty
- Nov 29 Rick Mattes met with the PHGP Executive Committee to discuss the new department; several prospective Public Health faculty were present
- Nov 29 Rick Mattes met with Stewart Chang Alexander, currently an Associate Professor in Consumer Science and a prospective member of the new Public Health Department
- Aug – Nov Marion Underwood discussed the realignment proposal with CSR and HTM alumnae in the HHS suite at Purdue Football Games
- Dec 3 Rick Mattes met with James Mohler and Tina Payne (Graduate School) to discuss a new Department of Public Health
- Dec 3 Marion Underwood met with Ellen Wells, Assistant Professor and Jennifer Freeman, Associate Professor of Health Sciences to discuss the proposal in relation to the Health Sciences undergraduate concentration in Public Health
- Dec 4 Marion Underwood met with the faculty of the School of Hospitality and Tourism Management
- Dec 4 Marion Underwood met with junior faculty currently in the Department of Health and Kinesiology who are prospective faculty members in the new Department of Public Health and with Tim Gavin, Department Head for Health and Kinesiology
- Dec 5 Rick Mattes met with prospective Public Health Department faculty
- Dec 12 Rick Mattes met with Aaron Bowman to discuss PHGP and Department of Health Sciences collaborations with the new department
- Dec 10 Rick Mattes met with Robert Duncan, currently an Assistant Professor of Human Development and Family Studies and a prospective member of the new Public Health Department
- Dec 10-11 Tom Berndt and Marion Underwood conducted six hours of meetings with small groups of faculty, lecturers, and staff in the Department of Consumer Science
- Dec 17 Rick Mattes met with Michele Forman, Head of Nutrition Science, to discuss Nilupa Gunaratna, currently a joint appointment in Public Health and Nutrition Science
- Dec 17 Rick Mattes met with Nilupa Gunaratna to discuss a possible transition to the new Department of Public Health
- Jan 8 Rick Mattes met with 10 of the 11 presumptive inaugural faculty in the proposed new Department of Public Health to address questions/concerns about their possible transition to the new Department
- Jan-Feb Marion Underwood discussed the realignment proposal with CSR and HTM alumnae at events in San Francisco, Las Vegas, Orlando, and Sarasota
- Feb 17 Marion Underwood presented the realignment proposal to over 30 HHS alumnae at the HHS Brunch at the President’s Council weekend in Naples

## **HHS Faculty Votes on the Proposal for the Realignment of HHS Academic Programs**

January 8 Prospective Department of Public Health faculty– Unanimously in favor  
January 16 Department of Health and Kinesiology faculty –2 Yes, 17 No, 1 Abstain, 3 Absent  
January 16 Nutrition Science faculty – All but 1 in favor  
February 1 School of Health Science Faculty – 10 Yes, 4 No, 1 Abstain  
March 1 School of Nursing Faculty – 22 Yes, 1 No  
March 5 School of Hospitality and Tourism Management Faculty – 11 Yes, 1 Abstain  
March 5 Department of Psychological Sciences Faculty – 21 Yes, 0 No, 7 Abstain  
March 5 Department of Speech, Language, and Hearing Science – 20 Yes, 1 No, 3 Abstain  
March 8 Department of Human Development and Family Studies Faculty – 14 Yes, 0 no, 1 Abstain  
March 8 Department of Consumer Science Faculty - 5 Yes, 1 Abstain  
March 20 HHS Graduate Committee – Unanimously in favor  
April 3 HHS Undergraduate Committee – 12 Yes, 1 No  
April Council of Academic Officers – Unanimously in favor (12 Yes)

To: Michael Harris - Chair, Education Policy Committee  
From: Matthew Lynall - Chair Academic Organization Committee  
Cc: Jay Akridge- Provost  
Robin Adams, Julie Mariga, Abdelfattah Nour, Jessica Sturm - AOC Members -  
Marion Underwood - Dean, College of Health and Human Services  
Re: **Realignment programs and reassignment of faculty in the College of Health and Human Sciences**

The Academic Organization Committee has reviewed the proposed program realignment and faculty reassignment in the College of Health and Human Sciences. Our review included discussion among committee members based on examination of various documents provided by Dean Marion Underwood, examination of Public Health programs at peer institutions, and meetings with Dean Underwood and two School and Department heads. The realignment has two initiatives. One is the transformation of the Department of Consumer Sciences into a Division of Consumer Science within the School of Hospitality and Tourism. The other is the amalgamation of existing HHS programs and units into a Department of Public Health. Both initiatives are designed to align the faculty members' research and teaching with the undergraduate and graduate programs reliant on their expertise. A description of the proposed realignment is in the attached document provided by Dean Underwood.

We commend Dean Underwood and her leadership team for the extensive dialogue with faculty and staff regarding this proposal and concur that the proposed changes will be beneficial to students and faculty associated with the respective programs. We also believe that the creation of a Department of Public Health is in the best interests of Purdue and, having examined Public Health programs at peer institutions, support the notion that our unique assets and resources across campus will provide opportunity for meaningful differentiation as well as fulfillment of our land grant mission in an increasingly important field of employment, scholarship, and engagement. We do not see any conflicts with other academic units at Purdue and understand that the Deans are fully supportive of the proposed changes.

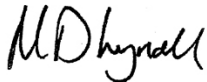
We did note that, despite wide approval of these initiatives by College faculty and staff, the majority of faculty in the Department of Health and Kinesiology were not in favor of the realignment. 17 of 23 faculty voted against the change on January 16, 2019. Accordingly, we met with Dean Underwood, Dr. Tim Gavin (Head of the Department of Health and Kinesiology), and Dr. Richard Mattes (designated Head of the proposed Department of Public Health) on April 11, 2019 to discuss more recent communication with affected faculty as well as the current status of faculty support. We learned that the concerns of pre-tenured faculty who will be moving to the new Department, particularly with respect to their existing contracts, the P&T process, and their promotional prospects, have been satisfactorily addressed and those faculty members are now in full support of the realignment. We appreciate that the transfer of faculty and programs away from the Department of Health and Kinesiology may represent a loss to Kinesiology faculty. However, this does not appear to have any material impact on their research, teaching, and career progression. Also, HHS has a successful history of cross-unit cooperation, so current and future collaborations are unlikely to be negatively impacted by the realignment.



If the proposed realignment is approved, the faculty in Department of Health and Kinesiology will consider the possibility of a name change. We encourage the same consideration in the School of Hospitality and Tourism to reflect the inclusion of Consumer Science.

In summary, we consider the proposed realignment to be in the best interest of Purdue and the involved students, faculty, and staff. We strongly recommend approval of the proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Lynall".

Matthew Lynall  
Chair, Academic Organization Committee

Attachment: Overview Proposal to Form a Department of Public Health and Realign Other HHS Programs