



UNIVERSITY OF NEW HAMPSHIRE

College of Life Sciences and Agriculture
Department of Molecular, Cellular and Biomedical
Sciences

Nutritional Sciences Program

**STRATEGIC PLAN
2008-2012**



TABLE OF CONTENTS

Strategic Planners	3
List of Abbreviations	4
Program Vision	5
Trends	7
Strategic Program Issues	9
Strengths	10
Advantages	11
Challenges	12
Opportunities	13
List of Goals, Strategies, and Outcomes	15
Goal #1: Leadership	16
Goal #2: Academic Curricula	21
Goal #3: Research	26
Goal #4: Outreach and Service	29
Appendix A. Internal and External Program Mandates	33
Appendix B. Internal (UNH) Stakeholders	35
Appendix C. External (Off-campus) Stakeholders	36

STRATEGIC PLANNERS

Nutritional Sciences Faculty:

Dennis Bobilya, Associate Professor, co-chair

Gale Carey, Professor, co-chair

Joanne Burke, Clinical Assistant Professor

Joanne Curran-Celentano, Professor

Colette Janson-Sand, Associate Professor

Jesse Morrell, Lecturer

Ruth Reilly, Clinical Assistant Professor

Tony Tagliaferro, Professor

Catherine Violette, Extension Professor

FACILITATORS:

Tom Dowling, College of Business, Oregon State University

Aaron Kornbluth, Graduate Student in Natural Resources

Our strategic planning process began in March of 2006, but most of this work was done in the summer and fall of 2007. We are grateful to former dean Bill Trumble and current dean Tom Brady for their encouragement of our efforts, and for financial support from Provost Bruce Mallory.

LIST OF ABBREVIATIONS

ADA: American Dietetic Association

ANSC: Animal and Nutritional Sciences (Department)

CHE: Center for Health Enhancement

COLSA: College of Life Sciences and Agriculture

MCBS: Molecular, Cellular and Biomedical Sciences (Department)

NIH: National Institutes of Health

NSP: Nutritional Sciences Program

TSAS: The Thompson School of Applied Science

UNH: University of New Hampshire

USDA: United States Department of Agriculture

USNH: University System of New Hampshire

Nutritional Sciences Program (NSP) – UNH’s undergraduate and graduate academic programs in nutrition that embrace the teaching, research, and outreach missions of the college and the University.

Food, Nutrition, and Wellness Initiative – A proposed initiative, spearheaded by the Nutritional Sciences Program, that coordinates and integrates activities related to food, nutrition, and wellness on the UNH campus.

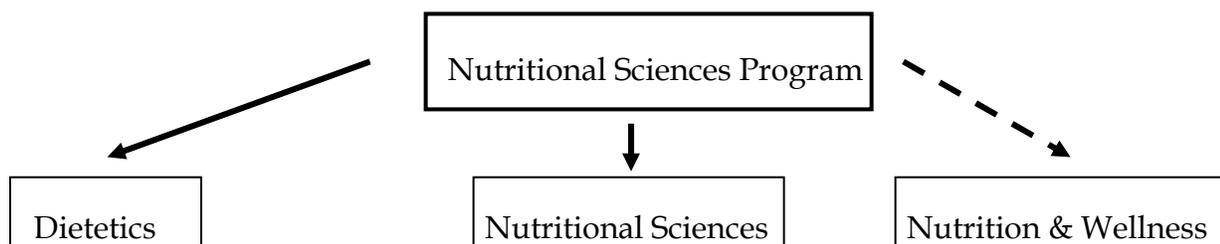
Nutrition and Wellness Center – A proposed facility operated by the Nutritional Sciences Program that serves its teaching, research, and service mission and engages both on- and off-campus partners and community members.

PROGRAM VISION

The UNH Nutritional Sciences Program will be recognized as a premier source of cutting-edge information, practice methods, and research in nutrition with top-ranked undergraduate and graduate programs. The program will be characterized by carefully focused and well-funded innovative research, outreach that delivers value to multiple stakeholder groups, and a strong culture of scientific inquiry and learning. Graduates of this program will be highly trained nutrition professionals, with superior ability to understand scientific information, communicate this information effectively to diverse audiences, and integrate this knowledge into the broader context of improved human health.

In order to accomplish this vision, the Nutritional Sciences Program will lead UNH and the state in helping to improve the lives and nutritional health of citizens of New Hampshire and beyond. By collaborating with on- and off-campus partners, the Nutritional Sciences Program will spearhead a multidisciplinary *Food, Nutrition, and Wellness Initiative*. This initiative will embrace the continuum of nutrition from the origin of food on the farm, to its appearance on our plates, to its impact on our health, i.e., “farm to fork to health.” The initiative will create a vibrant and dynamic community that will engage in student learning, community outreach, and translational research in nutritional sciences.

Undergraduate and graduate education will be characterized by tight integration of classroom and virtual learning, field and service-learning projects, and research activities. The undergraduate program will maintain its tradition of excellence and offer three options: Dietetics, Nutritional Sciences, and Nutrition & Wellness. The Dietetics option will continue to qualify graduates to become Registered Dietitians (RD). The Nutritional Sciences option will prepare students for graduate programs, professional schools, and careers in research. The Nutrition & Wellness option will allow flexibility for students interested in nutrition-related careers in schools, wellness centers, and industry that do not require dietetic registration. All students will enroll in a common set of foundation courses, followed by admission to one of the three options. The graduate program will be actively promoted to traditional and non-traditional learners. Appropriate certificate programs will be developed. Curriculum will be outcome-based and responsive to major areas of growth in the field of nutrition.

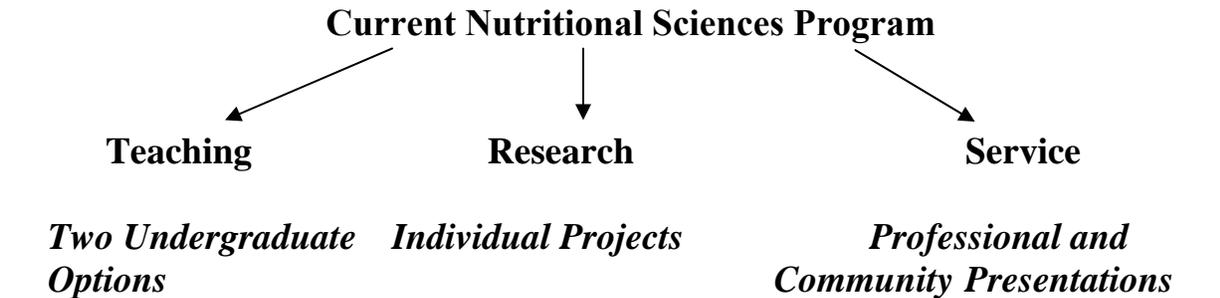


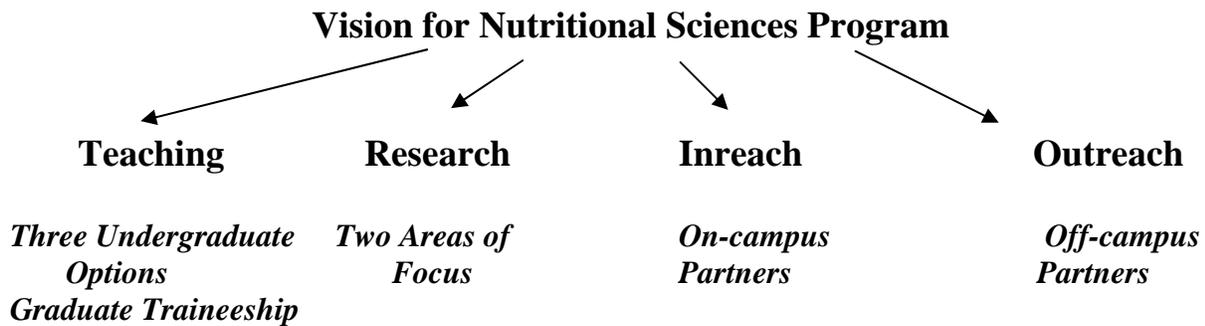
Current (solid lines) and proposed (dashed line) undergraduate curricula in the Nutritional Sciences Program

Research program will build on current areas of strength with greater focus on areas where UNH has comparative advantages. Research collaboration with faculty and students in allied units with programmatic interest in nutrition both on- and off-campus will be actively sought to make UNH more competitive in grant-funded activities. Research and “discovery” activities (i.e., activities that uncover new knowledge) will be expected of all faculty members. Such activities may include empirical and applied research, innovative teaching, and creative service-learning.

Outreach will be integrated into all aspects of the Nutritional Sciences Program including teaching/learning and research/discovery. Co-planning with Cooperative Extension will increase the impact and visibility of outreach activities. All students will be expected to participate in service-learning and profession-related experiences. A *Nutrition and Wellness Center* will be established at UNH that is externally-funded, organized around a research focus, and integrates student experiential learning with research and community outreach.

A formal program director will be selected to provide administrative continuity for the program. An advisory board will be assembled to provide guidance and advice to both the director and faculty of the Nutritional Sciences Program. Involvement with external stakeholder groups and alumni will be routine practice. An annual report will be prepared for COLSA and UNH administrations with widespread distribution to alumni, employers, internship placement partners, and public organizations. Increasing donor and grant funding support for the Nutritional Sciences Program will be a key measure of our success.





TRENDS

The faculty of the UNH Nutritional Sciences Program understand that significant changes in the field are now taking place and that the pace and scope of fundamental change will accelerate over the next decade. It is vital for the Program to anticipate and adapt to these trends. This section provides an overview of the most critical trends that will impact the future of the UNH Nutritional Sciences Program.

Societal Changes

America's elderly population is more culturally diverse and is growing in size. The economic influence of this sub-population of Americans will increase the demand for nutritional products and services. To be effective in their profession, nutritionists will need to be sensitive and knowledgeable of cultural differences in food practices of community members of all ages. Competency in Spanish, and other languages in addition to English, will continue to increase in importance. The fast-paced lifestyle of Americans has led to the development of a "grab-and-go" environment where convenience is a priority, and cooking skills have decreased. At the same time, there is growing interest in local and organic foods. Americans have become more accustomed to having a wide variety of food choices available to them. Furthermore, the rapid proliferation of the Internet and outlets of mass media have provided today's consumer with easy access to a substantial wealth of nutrition-related information.

Public Health Concerns

Age-related diseases such as obesity, diabetes, heart disease, and cancer contribute to the health concerns of adult Americans. Noteworthy is the fact that many of these nutrition disorders, as well as food and respiratory allergies, are also increasing in incidence among juvenile and adolescent populations. On the other hand, there are subpopulations of Americans, particularly children, whose health and well being are threatened by a lack of food security. Development of technologies in all domestic sectors, including the food industry, continues to advance to accommodate Americans in their pursuit of an affluent lifestyle. With Americans living longer, the landscape of health and social issues related to nutrition will continue to change and become more complicated. Americans will continue to seek clarification and better understanding of the health benefit of foods, not only in the diet, but as therapeutic supplements (nutraceuticals). In addition, successful mapping of the human genome has expanded the science of nutrition to the study of nutrigenomics, which connects human gene patterns and their expression to the nutrient needs of the individual.

Hence, the expansion in nutrition science and the generation of new information concomitant with an American population diverse in nutritional needs is increasing in size and is going to require the collaborative effort of highly trained nutritionists in research, clinical practice, and education to deliver with clarity the answers the public is seeking.

Sustainability

As the human population increases, the long-term viability of the food system—including the production, distribution, availability, and quality of food—must be considered. Despite

advances in technology, many people do not meet recommended nutrient and/or food group intake levels. Increasing consumer awareness of food safety is fueling interest in local foods and organic food production. Rapid global distribution of foods may increase vulnerability to food borne illness and bioterrorism. The expertise and skills of nutritional professionals will be needed to solve food system related problems to ensure U.S. citizens have access to a high-quality, healthful, and safe food supply.



STRATEGIC PROGRAM ISSUES

Strategic Issue: Leadership

The Nutritional Sciences Program will thrive under a governance structure with a leader to ensure implementation of this Strategic Plan. This leader will be recognized and respected both on- and off-campus. A formal leader is necessary if the Nutritional Sciences Program is to be a premier source of cutting-edge information, practice methods, and research in food and nutrition. It is also necessary for implementation of the Food, Nutrition and Wellness Initiative.

Strategic Issue: Recruitment & Visibility

The Nutritional Sciences Program will benefit from hiring new faculty in a creative manner that will expand research opportunities for undergraduate and graduate students, while maintaining excellent classroom teaching. The best undergraduate and graduate students will be recruited by increased visibility of our program strengths, including our excellent research and discovery experiences.

Strategic Issue: Trends in Nutritional Sciences

The number of people interested in a professional career in nutrition is increasing. Career options for nutritionists are expanding beyond the traditional positions requiring the Registered Dietitian (RD) credential. There is increasing interest in the areas of wellness, fitness, counseling, education, nutrigenomics, food production, and nutrition businesses. Virtual and experiential educational will be increasingly important in the training of nutrition professionals.

Strategic Issue: Curriculum Development

The undergraduate curriculum can be restructured to accommodate non-RD nutrition students, while maintaining a strong American Dietetic Association (ADA) approved program. Courses required to meet the ADA competencies will be streamlined and consolidated. A professional model curriculum will facilitate the students' transition from foundational coursework into one of three career-based options: Dietetics, Nutritional Sciences, and Nutrition & Wellness. The curriculum will be interdisciplinary and include opportunities for service learning and discovery, field experience, and study-away.

Strategic Issue: Research Focus

The Nutritional Sciences Program will benefit from critically evaluating its research strengths, and establishing a research niche that will make it unique and competitive in attracting external funding and highly qualified faculty and students. Collaboration on- and off-campus will be essential for interdisciplinary research to flourish.

Strategic Issue: Collaboration

The Nutritional Sciences Program will creatively develop productive collaborations with other entities within and outside UNH. We will share resources and expertise by aligning ourselves with faculty and staff in our new MCBS department, as well as other programs, colleges, universities, agencies and communities throughout the state and region. Interdisciplinary collaboration will be pursued as an opportunity to expand upon our strengths and overcome our limitations.

STRENGTHS

The Nutritional Sciences Program at UNH currently offers two undergraduate options with strong science foundations. Both the Nutritional Sciences and Dietetics options promote writing skills, critical thinking, practical research, and field experiences. The quality and rigor of our undergraduate programs is highly regarded within the state and beyond. Our graduates are well-trained and successful in gaining employment, securing dietetic internships, and being accepted into graduate and professional schools. Key to this reputation is the strong collaborations with external partners, such as community hospitals, nursing homes, schools, and businesses. These beneficial partnerships provide unique learning experiences for our students, outreach opportunities for faculty, practical benefits for the mentoring sites, and jobs for our alumni.

The Nutritional Science Program has capitalized on the public's interest in food, health, and nutrition as evidenced by increasing student enrollment in undergraduate courses. This interest is primarily met through our introductory nutrition course, which serves more than 1,000 students each academic year (~40 percent of all UNH students take this course). Related undergraduate concentrations, such as Kinesiology, Nursing, Hospitality Management and Psychology, frequently seek out additional coursework and opportunities from the Nutritional Sciences faculty.

Another strength of the Nutritional Sciences Program is its faculty. Leading with enthusiasm, the faculty is well-regarded for their expertise, dedication, and accessibility to students. The diverse group of teaching, research, and extension faculty are committed to excellence, student success, and entrepreneurship. The culture of collaboration and creativity of the faculty is recognized by the greater UNH community as evidenced by teaching, research, and advising awards and attested to by stakeholders. Given the dedication of the faculty and their willingness to embrace positive change, there is a significant potential for the Nutritional Sciences Program to grow and flourish.



ADVANTAGES

UNH is New Hampshire's land, sea and space-grant research institution. It holds teaching, research, and outreach as central to its mission. It is large enough to engage in state-of-the-art research and yet small enough for students to know the faculty well. It is located in a small town on the seacoast of New Hampshire and is within one hour's driving distance of mountains and beaches, as well as large metropolitan areas and major universities.

UNH offers students a variety of options in nutrition: a two-year Dietetic Technician degree program, a four-year bachelor of sciences degree program in Dietetics or Nutritional Sciences, a Dietetic Internship program, a master of science degree in Nutrition, and a doctoral degree in Animal and Nutritional Sciences. UNH has the largest undergraduate nutritional sciences degree program in New Hampshire, as well as the state's only graduate degree program in nutrition. The Dietetic Internship program attracts a nationwide pool of qualified applicants and has a proven success rate of graduates who pass the national examination to become registered dietitians. The UNH nutrition program has a reputation for excellence both in-state and regionally.

UNH is a research institution that holds undergraduate research and experiential learning as high priorities. It offers students a variety of courses and opportunities, including hands-on experiences such as volunteer and field work, as well as excellent training in basic nutritional science. For example, the Explorations in Culture and Nutrition program is a collaborative course of study with UNH's study abroad program in Italy. Nutrition students directly experience the food culture of another country as well as participate in the Mediterranean Diet and Culture course.

The Undergraduate Research Opportunities Program and the International Research Opportunities Program at UNH provide campus-sponsored opportunities for undergraduate research. As a land-grant institution there is access to several University farms, including UNH's Organic Dairy Farm, the only organic dairy research facility in the country that is university-operated. UNH offers more opportunities for undergraduate research than other regional colleges and universities. These research experiences provide students with an opportunity for one-on-one interaction with faculty.

CHALLENGES

The biggest challenge for the Nutritional Sciences Program is limited resources. A number of faculty positions have been lost through retirement and have not been replaced. Many of the existing faculty will retire within the next decade. This potential loss of experience and personnel, and the inability to recruit new faculty, place demands on existing programs and creates a reluctance to expand options or add new programs.

Financial support from the State of New Hampshire for higher education is the lowest (14.2 percent; \$64.9M) in the country¹, while tuition and fees continue to rise. Few scholarships exist for our nutrition undergraduate, graduate, or dietetic intern students. Decreased allocations and increased competition for federal funding at USDA, NIH, and other agencies have translated into fewer federal dollars available to conduct research at UNH.

The facilities for the Nutritional Sciences Program are inadequate. The majority of faculty reside in Kendall Hall where there is one outdated teaching laboratory and one classroom. There is no place for students, research participants, or staff to congregate, nor is there a dedicated cooking facility for food courses. Identifying a physical location for the *Nutrition and Wellness Center* will be critical to support the program's viability and growth.

The UNH Nutritional Sciences Program is recognized for the success of its American Dietetic Association (ADA) accredited undergraduate- and graduate-level internship programs. With our current undergraduate curriculum structure, meeting the ADA competencies leaves little room in the students' schedule for study away or exposure to other disciplines. The courses required to meet the competencies also challenge our ability to expand options and course offerings. The ADA revises its competencies and curricular design of undergraduate and internship training regularly necessitating the Nutritional Sciences Program to explore strategies to stay abreast of ADA requirement while meeting our strategic goal to expand options for all students in the Nutritional Sciences Program.

There is no national accreditation of nutritional science programs or guidelines to standardize nutritional sciences programs. Nutritional science is a highly-integrated science and as such may not be recognized as a bona fide science in some evaluations; for example, nutritional sciences courses are not calculated into the "science GPA" for professional schools. Expertise in nutrition is often misunderstood and undervalued, allowing for infringement on nutrition services by professionals in other disciplines that share an interest in nutrition, such as athletic trainers and nurses, as well as others who practice nutrition without extensive training.

¹ Data on state support of higher education from the USNH 2007 Financial Report

OPPORTUNITIES

Through the *Food, Nutrition, and Wellness Initiative*, the Nutritional Sciences Program will develop a regional and national identity by promoting its curricular and research strengths, collaborating with campus partners, and creating a *Nutrition and Wellness Center* that incorporates teaching, research, application, and outreach.

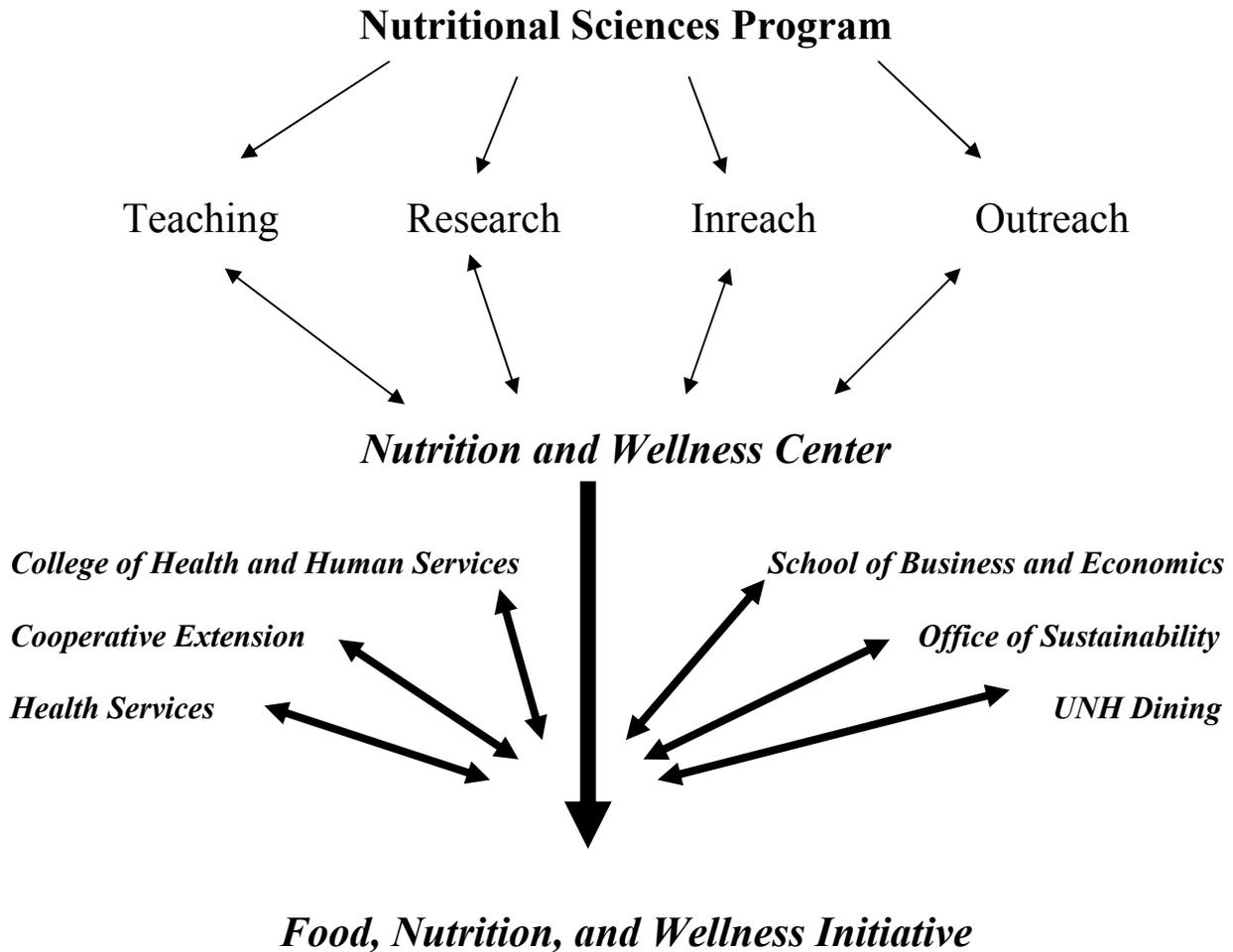
Student interest in sports nutrition and wellness provides an opportunity for program development. We will expand our curricular offerings by adding at least one additional option of study (Nutrition & Wellness) to the existing Nutritional Sciences curriculum. This will be best realized by considering the professional school model with foundational coursework before students select a program option. The curricular redesign will allow for the opportunity and encourage our students to study abroad, engage in service learning and/or participate in undergraduate research.

The proposed *Food, Nutrition, and Wellness Initiative* provides an opportunity for collaborations with other entities within the University and beyond. Our undergraduates will have the opportunity to engage and practice the field of nutrition through on-campus partnerships. The Nutritional Sciences degree students will further connect to the initiatives of UNH Cooperative Extension and engage with University Hospitality Services to increase their food service experience. Collaborations with the Office of Sustainability will increase our course offerings in food and culture, and link students with hands-on experiences in sustainable food systems. A collaborative Center for a Food-Secure Future could serve as a statewide resource to promote a secure and healthy food system. The Nutritional Sciences Program could flourish through expanded collaborations with other programs at UNH, including the Thompson School of Applied Science, the Office of Health Education & Promotion, and the department of Hospitality Management. These opportunities provide real-life educational experiences for our students and expand the University's presence in the state.

A key objective of the *Food, Nutrition, and Wellness Initiative* is to create a nationally-recognized *Nutrition and Wellness Center* at UNH. This Center will serve as a resource of nutrition, health, and fitness research, education, and support for members of the UNH community and the state. As part of this process, the Nutritional Sciences Program has the opportunity to expand its Center for Health Enhancement (CHE). CHE currently operates as a faculty-student program and offers a number of fee-for-services including dietary analysis and counseling, body composition analysis, metabolic testing, blood lipid profile and glucose analysis, and a ten-week weight management program. The *Nutrition and Wellness Center* will build upon CHE's existing resources and infrastructure while incorporating other expertise as part of a broader, interdisciplinary mission.

In addition, there are opportunities to develop niche areas of interest within the Nutritional Sciences Program. An example of such a niche area is the aging population's interest in maintaining an active and healthy lifestyle. Development and promotion of niche areas will assist in graduate student recruitment, research funding, and outreach. With the ongoing reorganization within the College of Life Sciences and Agriculture, we have the opportunity to restructure and strengthen our graduate and certificate program offerings in Nutritional Sciences.

We will develop multidisciplinary and interdisciplinary teaching and research programs in health and wellness, environmental health, and sustainable food systems with our partners on campus. Such alignments will increase the opportunity for support through federal (NIH, USDA), private (WC Kellogg Foundation), and corporate (Harvard Pilgrim Health) sources. Collectively these efforts will raise the visibility of the Nutritional Sciences Program within the state and beyond.



The *Nutrition and Wellness Center* will be organized around a research focus and will serve the teaching, research, inreach, and outreach vision for the Nutritional Sciences Program. It will also have a vital role in the *Food, Nutrition, and Wellness Initiative*.



GOALS, STRATEGIES & OUTCOMES

Among the many goals that guide research, education, and outreach activities in the Nutritional Sciences Program at UNH, four primary goals are identified in this strategic plan as areas deserving special focus in the development of strategies and actions to achieve our vision. Broadly defined, these goals for the Nutritional Sciences Program are:

**LEADERSHIP (GOAL 1);
ACADEMIC CURRICULA (GOAL 2);
RESEARCH (GOAL 3); AND
OUTREACH AND SERVICE (GOAL 4).**

For each goal, a set of strategies and action items have been developed. Also articulated are expected outcomes for each goal, which serve to guide and measure progress toward realization of these goals.

To accomplish these goals, the faculty has selected a faculty member to provide program leadership during this academic year. Specific subcommittees have been formed that will advance the Nutritional Sciences Program over the next five years.

Nutritional Sciences Program Interim Leader: Dennis Bobilya

Subcommittees:

Undergraduate Curriculum Re/Design

Leader: Ruth Reilly

Faculty members: Joanne Curran-Celentano, Colette Janson-Sand,

Research and Graduate Education

Leader: Gale Carey

Faculty members: Joanne Curran-Celentano, Tony Tagliaferro, Joanne Burke

Outreach and Service

Leader: Tony Tagliaferro

Faculty members: Gale Carey, Jesse Morrell, Joanne Burke, Colette Janson-Sand,
Catherine Violette

Media and Publicity

Co-Facilitators: Jesse Morrell, Catherine Violette

Goal 1: To establish the Nutritional Sciences Program as a statewide and regional resource for nutrition information, research, and outreach and to provide collaborative leadership for the *Food, Nutrition, and Wellness Initiative*.

Strategy 1A: Establish an organizational structure within the Nutritional Sciences Program that promotes leadership and attends to the vision of the strategic plan and communicates progress to both internal and external stakeholders.

Strategy 1B: Establish a ***Nutrition and Wellness Center*** that serves the teaching, research, and service mission of the Nutritional Sciences Program and engages external constituents of the Program.

Strategy 1C: Increase visibility of the Nutritional Sciences Program locally, regionally, and nationally.

Strategy 1D: Expand cooperation with other programs and administrative offices at UNH that support the priorities and initiatives of the Nutritional Sciences Program.

Strategy 1E: Spearhead the establishment of a ***Food, Nutrition, and Wellness Initiative*** at UNH that integrates and coordinates interest in food, nutrition, and wellness throughout campus.

Transformational Outcomes:

1. The Nutrition Sciences Program will have a formally recognized program director and dedicated budget.
2. A standing committee will have responsibility for media relations and publicity for the Nutritional Sciences Program to foster communication and promotion.
3. The current faculty will have identified the expertise needed for hiring new faculty to complement our teaching and research areas.
4. An advisory board to the Nutritional Sciences Program will be established and will meet annually with the NSP faculty to receive an annual report and provide guidance.
5. The ***Nutrition and Wellness Center*** will serve the teaching, research, and service mission of the Nutritional Sciences Program and engage external constituents.
6. Faculty in the Nutritional Sciences Program will be represented on at least two statewide committees each year and will have honored 20 outreach speaking engagements annually.
7. A UNH Presidential Task Force will be established to develop and implement a strategic plan for the ***Food, Nutrition, and Wellness Initiative***.

Strategy	Who	When	Outcomes
1A: Establish an organizational structure within the Nutritional Sciences Program that promotes leadership and attends to the vision of the strategic plan and communicates progress to both internal and external stakeholders.			
<ul style="list-style-type: none"> ■ Develop a budget for the Nutritional Sciences Program. 	NSP Interim Leader	4/08	A budget for inclusion in the department and college budgets.
<ul style="list-style-type: none"> ■ Identify potential members, and subsequently create a Nutritional Sciences Program advisory board that will meet annually to inform the program about trends in the field, identify state and regional needs, and assess the quality of the Program. 	Research Subcommittee	4/08 6/08	Create list of candidate names to invite. Finalize advisory board membership based upon interest of invitees.
<ul style="list-style-type: none"> ■ Develop a faculty leader position, with clearly defined roles, expectations, and term limits. This director, with support from COLSA and UNH administration, will provide key leadership in advancing program goals identified in the COLSA and Nutritional Sciences Program strategic plans. 	NSP Faculty	6/08	An organizational structure that includes a program director will have been established to ensure implementation of the strategic plan.
<ul style="list-style-type: none"> ■ Appoint a faculty program director for a seamless transition from the interim period to the newly designed program. 	NSP Faculty	7/08	A faculty program director will have been selected by the faculty, and the name submitted to the Deans' office.
<ul style="list-style-type: none"> ■ Evaluate and consider reforming standing subcommittees that are committed to advancing committee initiatives as well as comprehensive program goals identified in this strategic plan. 	NSP Faculty and Program Director	9/08	Based on year-end reports, existing subcommittees established in the summer of 2007 will be continued or modified for the new program structure to enhance meeting strategic planning goals.
<ul style="list-style-type: none"> ■ Support faculty development that expands professional skills in research, outreach, and innovative teaching. 	NSP Director and Administrative Staff	7/09	More than 75 percent of faculty will engage in formal professional development workshops.

Strategy	Who	When	Outcomes
1B: Establish a <i>Nutrition and Wellness Center</i> that serves the teaching, research, and service mission of the Nutritional Sciences Program and engages external constituents of the Program.			
<ul style="list-style-type: none"> ■ Sponsor an Internal Nutrition and Wellness Summit with internal stakeholders to explore opportunities for the Center. 	Outreach Subcommittee	11/08	Summit takes place.
<ul style="list-style-type: none"> ■ Establish an internal nutrition working group at UNH to assist in the development of the <i>Nutrition and Wellness Center</i> and explore potential collaboration. Participants include representatives from Hospitality Services, Carsey Institute, Office of Sustainability, Center for Food Secure Future, Health Services, Thompson School of Applied Sciences, College of Health and Human Services, Whittemore School of Business and Economics, and Cooperative Extension, as well as others. 	Subcommittee	11/08	Nutrition and Wellness Center Working Group is formed. It is an interdisciplinary committee of UNH faculty, staff, and administrators that share a common vision regarding the Nutrition and Wellness Center.
<ul style="list-style-type: none"> ■ Evaluate opportunities to expand the scope of the Center for Health Enhancement (CHE). 	Nutrition and Wellness Center Working Group	11/08	Draft proposal prepared for Summit. Organize collaborative partnership meetings with on-campus stakeholders.
<ul style="list-style-type: none"> ■ Survey and collect external stakeholder feedback to ideas for Center. 	Outreach Subcommittee	2/09	Proposal updated to reflect feedback.
<ul style="list-style-type: none"> ■ Propose a <i>Nutrition and Wellness Center</i> to the University administration. 	NSP Faculty	2/09	A mission statement and name change from CHE.
<ul style="list-style-type: none"> ■ Identify resource needs for the <i>Nutrition and Wellness Center</i>. 	Inter-disciplinary Committee	6/09	A business plan for the Nutrition and Wellness Center.
<ul style="list-style-type: none"> ■ Identify potential funding resources (e.g., UNH Foundation). 	Inter-disciplinary Committee and Staff	11/09	Submit at least two grant proposals to a state, federal, and private funding agencies.
<ul style="list-style-type: none"> ■ Secure adequate resources for the <i>Nutrition and Wellness Center</i>. 	NSP Faculty	5/10	On priority list for targeted Capital Campaign fundraising. Awarded at least one grant to support the Center.

Strategy	Who	When	Outcomes
1C: Increase the visibility of the UNH Nutritional Sciences Program locally, regionally, and nationally.			
<ul style="list-style-type: none"> Designate individual(s) responsible to oversee the Nutritional Sciences Program communications and promotion. 	NSP Interim Leader	10/07	Media and Publicity Subcommittee established.
<ul style="list-style-type: none"> Offer nutrition and wellness curriculum (seminar series) to New Hampshire corporate employee fitness programs. 	NSP Faculty	10/07	Each year, 100 percent NSP faculty will present nutrition and wellness module to identified audience.
<ul style="list-style-type: none"> Invite UNH admissions officer to meet NSP faculty. 	NSP Interim Leader	4/08	Minutes from the meeting(s).
<ul style="list-style-type: none"> Invite UNH Media Relations to meet NSP faculty. 	Media Subcommittee	4/08	Minutes from the meeting(s).
<ul style="list-style-type: none"> Annually identify at least two key meetings in state/region for NSP faculty to attend/present. 	NSP Faculty	4/08	Each year, each faculty member will attend at least one regional meeting to promote NS program.
<ul style="list-style-type: none"> Establish a program presence with campus events (e.g., Harvest Dinner, Cornucopia Holiday Food Drive, UNH Health Education programming). 	Media Subcommittee	5/08	Each year, at least four NSP faculty will be actively involved in a campus event.
<ul style="list-style-type: none"> Update NSP web site in August and February of each year. 	Media Subcommittee	8/08	Up-to-date NSP website.
<ul style="list-style-type: none"> Collaborate with Cooperative Extension to establish/promote UNH clearinghouse for food and nutrition-related information. 	Outreach Subcommittee	12/09	Create print and/or electronic directory of nutrition resources available from UNH.
<ul style="list-style-type: none"> Invite N.H. Public Television and Public Radio representatives to meet NSP faculty. 	Media Subcommittee	2/09	Minutes from the meeting(s). Outcomes?
<ul style="list-style-type: none"> Create semiannual (electronic) newsletter for stakeholders. 	Media Subcommittee	2/09	Annual electronic newsletter sent to stakeholders and alumni.
<ul style="list-style-type: none"> Maintain 100% faculty participation in UNH Speakers' Bureau. 	Media Subcommittee	5/09	All NSP faculty will be listed on UNH Speakers Bureau website.
<ul style="list-style-type: none"> Establish a mechanism to track faculty service, interviews, etc. 	Director; Media Subcommittee	5/09	Annual report of NSP faculty outreach and media activities.
<ul style="list-style-type: none"> Establish an awards and recognition committee to recognize NSP faculty excellence inside and outside UNH. 	NSP Director	5/09	At least two NSP faculty nominated for recognition awards annually.
<ul style="list-style-type: none"> Establish an annual nutrition event for New Hampshire state food and public health personnel and legislators. 	NSP Faculty	9/09	Brief summary report of annual event.

Strategy	Who	When	Outcomes
ID: Expand cooperation with other programs and administrative offices at UNH that support the priorities and initiatives of the Nutritional Sciences Program.			
<ul style="list-style-type: none"> Invite representatives from various offices and constituencies within the University to attend NSP faculty meetings to discuss potential collaboration. Some examples are COLSA Media Relations, Admissions, Speaker's Bureau, UNH Foundation, and Alumni Association. 	Media Subcommittee	2/08	First of regular NSP faculty meetings to include a representative. Representative(s) from one office will be invited each month.
1E: Spearhead the establishment of a <i>Food, Nutrition, and Wellness Initiative</i> at UNH that integrates and coordinates interest in food, nutrition, and wellness throughout campus.			
Form a working group of internal stakeholders interested in food, nutrition, and wellness.	Outreach and Service Subcommittee	11/08	Working Group meets.
Develop a vision statement for the <i>Food, Nutrition, and Wellness Initiative</i> .	Working Group	2/09	Vision Statement.
Propose to University administration that a Presidential Task Force be established to address issues related to food, nutrition, and wellness.	Working Group	6/09	Presidential Task Force established.
Unveil a <i>Food, Nutrition, and Wellness Initiative</i> .	Presidential Task Force	10/09	UNH Food, Nutrition, and Wellness Initiative established.



Goal 2: Strengthen and expand undergraduate programs and offer certificate programs that reflect the needs and interests of current and future professionals.

Strategy 2A: Expand current nutrition offerings to include the Nutrition and Wellness option.

Strategy 2B: Develop an undergraduate program where students take a series of foundation courses and then apply for entry into one of our specialized options at the end of their sophomore year.

Strategy 2C: Maintain an undergraduate curriculum that continues to emphasize a strong scientific foundation, while integrating more experiential learning within the classroom, as well as through campus, community, and study-away opportunities.

Strategy 2D: Reduce the number of required courses in the Dietetics option.

Strategy 2E: Increase incentives for faculty development for creative student engagement in teaching and learning.

Strategy 2F: Develop certificate programs for dietetic interns and those working professionals seeking advanced education in foods and nutrition.

Transformational Outcomes:

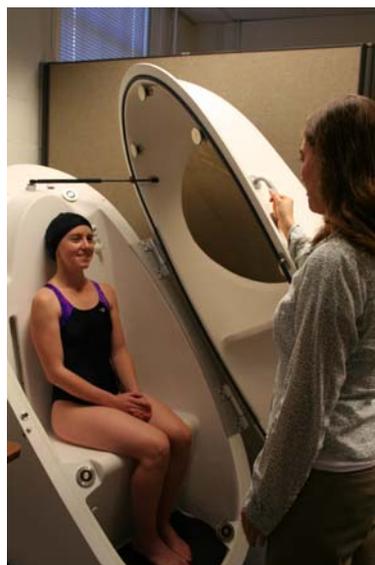
1. A standing committee will have responsibility for the undergraduate curriculum of the Nutritional Sciences Program.
2. Plans/linkages with other departments will be established in order to provide students with an interdisciplinary exposure to the principles of food and nutrition.
3. The Nutritional Sciences Program will add an additional academic option—Nutrition and Wellness—to the current options: Dietetics and Nutritional Sciences.
4. On-line/ virtual learning course offerings will be increased by two, and there will be plans for one additional course per year thereafter.
5. One-hundred percent of undergraduate students will be engaged in experiential learning activities.
6. One or more certificate programs will be offered.

Strategy	Who	When	Action Outcomes
2A: Expand current nutrition offerings to include the Nutrition and Wellness option.			
<ul style="list-style-type: none"> Design course sequence for students and advisors for the Nutrition and Wellness option. 	Undergraduate Curriculum Committee	2/08	Guidelines for new option distributed to all NSP faculty.
<ul style="list-style-type: none"> Establish a timeline for decisions/ adoption of new undergraduate option. 	Undergraduate Curriculum Committee	2/08	Timelines are developed and distributed.
<ul style="list-style-type: none"> Implement administrative actions to establish formal status of the new option. 	Undergraduate Curriculum Committee	2/08	New option is approved by NSP faculty.
<ul style="list-style-type: none"> Submit proposal for the Nutrition and Wellness option to the COLSA curriculum committee. 	Undergraduate Curriculum Committee	3/08	The Nutrition and Wellness option is available for student admission.
<ul style="list-style-type: none"> Develop and publicize two new innovative course offerings for this new option. 	Undergraduate Curriculum Committee	4/09	Courses appear in NSP web site. Submit for the next publication of the UNH Course Catalog.
<ul style="list-style-type: none"> Investigate establishment of a one-semester course in introductory chemistry. 	Appropriate Faculty Member	4/09	Appropriate people have been contacted.
<ul style="list-style-type: none"> Investigate establishment of a one-semester course in biological chemistry (organic and biochemistry). 	Appropriate Faculty Member	4/09	Appropriate people have been contacted.
2B: Develop an undergraduate program where students take a series of foundation courses and then apply for entry into one of our specialized options at the end of their sophomore year.			
<ul style="list-style-type: none"> Establish an <i>Introduction to the Nutrition Profession</i> course for all nutrition majors that expands upon the current <i>Introduction to the Dietetic Profession</i> course. 	NSP Faculty	9/08	<i>Introduction to the Nutrition Profession</i> course is developed and offered to students.
<ul style="list-style-type: none"> Identify the foundation courses and establish their desired sequence. 	Undergraduate Curriculum Committee	4/09	Foundation courses identified.
<ul style="list-style-type: none"> Develop a formal mechanism for entry into options at end of sophomore year. 	Joanne Burke; Input from NSP faculty	4/09	Mechanism is in place.

Strategy	Who	When	Action Outcomes
2C: Maintain an undergraduate curriculum that continues to emphasize a strong scientific foundation, while integrating more experiential learning within the classroom, as well as through campus, community, and study-away opportunities.			
<ul style="list-style-type: none"> ■ Refine and expand a mechanism to survey graduates and their employers to determine their success in their professional endeavors and use this data to improve the curriculum. 	Undergraduate Curriculum Committee	5/08	Mechanism is refined and in place.
<ul style="list-style-type: none"> ■ Define experiential learning and develop a mechanism for study abroad, experiential learning and work experience. 	NSP Faculty	10/08	A definition of experiential learning is agreed upon and mechanisms for study abroad, experiential learning and work experience are in place for advising students.
<ul style="list-style-type: none"> ■ Work with potential partners on campus. 	NSP Faculty	10/08	Nutritional Science faculty meets with Occupational Therapy and Kinesiology to discuss partnerships.
<ul style="list-style-type: none"> ■ Engage students in cross-campus experiential learning opportunities. 	NSP Faculty	10/08	At least 10 percent of students will be engaged in cross-campus learning opportunities/year.
<ul style="list-style-type: none"> ■ Investigate reciprocity with countries that are recognized by the ADA in order to increase NSP students studying abroad. 	Undergraduate Curriculum Committee	10/08	ADA and foreign dietetic program representatives that offer reciprocal programs have been contacted for feasibility of student placement.
<ul style="list-style-type: none"> ■ Develop a handout for students early in their academic career to enable study away. 	Undergraduate Curriculum Committee; NSP Faculty	10/08	Study away is addressed into the Introduction to the Nutrition Profession course. Advisors will discuss and plan with their advisees.
<ul style="list-style-type: none"> ■ Identify funding sources to offer at least two annual undergraduate scholarships to Nutritional Sciences students. 	NSP Faculty Subgroup	5/09	Two undergraduate scholarships offered annually.
<ul style="list-style-type: none"> ■ All faculty will develop and integrate at least one experiential learning opportunity in their course/s. 	NSP Faculty	5/09	Faculty will have identified one experiential learning opportunity in each of their courses.
<ul style="list-style-type: none"> ■ Utilize the planned UNH Nutrition and Wellness Center to offer more experiential learning opportunities. 	NSP Faculty	9/09	Twenty percent of NSP students are involved in the UNH Nutrition and Wellness Center each year.
<ul style="list-style-type: none"> ■ Employ a coordinator to administer field placement and real-life experiences for 	Undergraduate Curriculum Committee	8/10	Coordinator hired and is administering field placements and other outreach opportunities.

students.			
Strategy	Who	When	Action Outcomes
2D: Reduce the number of required courses in the Dietetics option.			
<ul style="list-style-type: none"> ■ Conduct an inventory of current course content with ADA competencies. 	NSP Faculty	3/09	Inventory is conducted and results compiled.
<ul style="list-style-type: none"> ■ Modify or consolidate courses to meet ADA competencies based on inventory findings, resulting in fewer required courses. 	Undergraduate Curriculum Committee	4/09	Curriculum reflects findings of the inventory process and modification of courses is completed.
2E: Increase incentives for faculty development for creative student engagement in teaching and learning.			
<ul style="list-style-type: none"> ■ Support development of on-line and virtual teaching tools. Invite expert in field to provide workshop for faculty. 	Interested Faculty	3/09	Training workshops are provided to enable faculty to develop virtual and on-line courses.
<ul style="list-style-type: none"> ■ Create opportunities for faculty sharing on topics of virtual teaching and learning. 	Interested Faculty	4/09	One NSP faculty meeting is devoted every semester for “show and tell” of virtual teaching tools.
<ul style="list-style-type: none"> ■ Promote annual professional development opportunities for NSP faculty. 	Undergraduate Curriculum Committee	4/09	Lists of workshops and other opportunities for professional development are made available for faculty each semester.
<ul style="list-style-type: none"> ■ Enlist administrative support for faculty to receive time and financial support to be engaged in these activities. 	Undergraduate Curriculum Committee	5/09	Administrative support for faculty is in place.
<ul style="list-style-type: none"> ■ Establish a professional development fund for faculty. 	NSP Director	5/09	Meetings with Tina Sawtelle on the feasibility of developing this fund.

Strategy	Who	When	Action Outcome
2F: Develop certificate programs for dietetic interns and those working professionals seeking advanced education in foods and nutrition.			
<ul style="list-style-type: none"> Conduct market analysis to assess demand for topical certificate programs. 	Undergraduate Curriculum Committee	4/09	Market analysis results are obtained and compiled.
<ul style="list-style-type: none"> Evaluate and prioritize certificate programs. 	Undergraduate Curriculum Committee	5/09	Determine which certificate program we will offer first.
<ul style="list-style-type: none"> Organize faculty meetings to develop certificate program, including faculty outside the NSP core faculty group. 	Undergraduate Curriculum Committee	6/09	Meetings of faculty within, as well as outside, the NSP core faculty have been held and resulting information used to design at least one certificate program.
<ul style="list-style-type: none"> Coordinate with the Graduate School and COLSA as certificate program is developed. 	Joanne Burke, Undergraduate Curriculum Committee	6/09	Graduate School and COLSA have approved the certificate program presented to them.
<ul style="list-style-type: none"> Establish a plan for Banner coding in advance for registration. 	NSP Director	7/09	Banner coding is in place and certificate program appears in continuing education section of course offerings.
<ul style="list-style-type: none"> Advertise and promote certificate program. 	Media and Publicity Committee	7/09	Web and print publicity materials have been distributed to prospective students.
<ul style="list-style-type: none"> Evaluate certificate program. 	Undergraduate Curriculum Committee	6/11	Determine if certificate program will continue to be offered.



Goal #3: Create a unique nutrition research program that is strategically focused, well-funded, and closely integrated with the curriculum; is recognized and relevant regionally, nationally, and internationally; and actively engages undergraduate and graduate students in discovery.

Strategy 3A: Identify the areas of nutrition research focus for the Nutritional Sciences Program that will be fundable and relevant to the needs of the state and the region.

Strategy 3B: Establish strategic research partnerships on- and off-campus.

Strategy 3C: Increase both governmental and private funding for nutrition research at UNH.

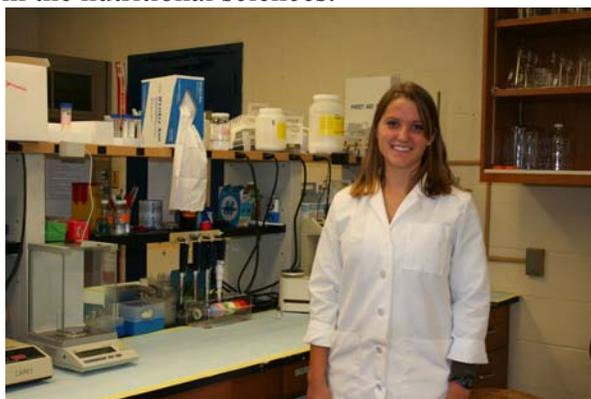
Strategy 3D: Increase the integration of discovery into classroom learning.

Strategy 3E: Develop a vision for the Nutritional Sciences graduate program that includes roles for outreach and service.

Strategy 3F: Initiate a University-wide discussion on graduate education and how the Nutritional Sciences Program can integrate with other graduate programs.

Transformational Outcomes:

1. A standing committee will have responsibility for coordinating research and graduate education within the Nutritional Sciences Program.
2. The Nutritional Sciences research program will have identified two areas of strength that attract funding and are relevant to the citizens of New Hampshire and the region.
3. Nutritional Sciences research will engage both on- and off-campus partners.
4. Nutritional Sciences research will be integrated into undergraduate learning.
5. The Nutritional Sciences graduate program will be well-recognized as a center of excellence for graduate education in the nutritional sciences.



Strategy	Who	When	Action Outcomes
3A: Identify areas of nutrition research focus for the Nutritional Sciences Program that will be fundable and relevant to the needs of the state and the region.			
<ul style="list-style-type: none"> ■ Have faculty write a paragraph about their research for the web site. 	NSP Faculty	2/08	Updated web site.
<ul style="list-style-type: none"> ■ Collate information from state and national funding agencies on nutrition priority areas. 	Research Committee	3/08	Document prepared for spring retreat.
<ul style="list-style-type: none"> ■ Collate information on state and regional nutrition needs. 	Research Committee	3/08	Document prepared for spring retreat.
<ul style="list-style-type: none"> ■ Assess expertise of current faculty and articulate our area(s) of research focus in a day-long retreat (½ day on current research, ½ day on future research). 	Research Committee	Spring, 2008	Write report; identify on- and off-campus collaborators.
3B: Establish strategic research partnerships on- and off-campus.			
<ul style="list-style-type: none"> ■ Share report with potential on-campus collaborators to spark future research. 	NSP Faculty	2/09	On-campus collaborations identified.
<ul style="list-style-type: none"> ■ Share report with off-campus collaborators 	Selected Faculty	6/09	Off-campus collaborations identified.
3C: Increase both governmental and private funding for nutrition research at UNH.			
<ul style="list-style-type: none"> ■ Develop a mechanism for surveillance and communication of research opportunities on a regular basis. 	Research Committee	5/09	Increase in grant applications.
<ul style="list-style-type: none"> ■ Identify and attend grant-writing workshops. 	NSP Faculty	Annually	Increase in grant-writing proficiency.
<ul style="list-style-type: none"> ■ Apply for one to five grants (internal and external funding sources; public 	NSP Faculty	Annually	Increase in grant funding.

and private foundations) per faculty member per year.			
---	--	--	--

Strategy	Who	When	Action Outcomes
3D: Increase the integration of discovery into classroom learning.			
<ul style="list-style-type: none"> Examine nutritional sciences courses for opportunities to incorporate UNH research activities into student learning. 	NSP Faculty	6/09	By AY '09, all courses have been considered and discovery activities have been integrated where appropriate.
<ul style="list-style-type: none"> Increase the number of INCO 590 students introduced to nutrition research. 	NSP Faculty	9/09	Twenty nutrition undergraduates register for INCO 590 each year.
<ul style="list-style-type: none"> Increase the number of nutritional sciences students conducting research by recruiting students in all courses. 	NSP Faculty	4/10	Five nutrition undergraduate students present their research at the COLSA Undergraduate Research Conference each year.
3E: Develop a vision for the Nutritional Sciences graduate program that includes roles for outreach and service.			
<ul style="list-style-type: none"> Conduct biweekly meetings of nutritional sciences graduate faculty to strategically plan for the future of the M.S. and Ph.D. programs. 	Research Committee	Spring, 2009	Draft a vision statement and goals for program by May '09.
3F: Initiate a university-wide discussion on graduate education and how the Nutritional Sciences Program can integrate with other graduate programs.			
<ul style="list-style-type: none"> Meet with Interim Department Coordinator Rick Cote. 	Gale and Joanne C.	3/08	Develop a plan for department-wide discussion about graduate education.
<ul style="list-style-type: none"> Assist with regular department discussions about graduate research and education. 	Gale and Joanne C.	Spring, 2008	Graduate education strategic plan is developed.

<ul style="list-style-type: none"> ▪ Conduct a department-wide graduate research and education retreat. 	<p style="text-align: center;">MCBS Department Faculty</p>	<p style="text-align: center;">Spring and Summer, 2008</p>	<p>Common ground between Nutritional Sciences graduate education and other departmental graduate programs is identified.</p>
<ul style="list-style-type: none"> ▪ Seek new faculty hires for the NSP that foster collaboration with other academic programs in the MCBS department. 	<p style="text-align: center;">NSP Faculty and Director</p>	<p style="text-align: center;">Fall, 2008</p>	<p>Approval to hire two new tenure-track faculty members to support the NSP curriculum and collaborate with other COLSA programs.</p>

GOAL #4: Outreach and service will be integrated into all aspects of teaching and research in the Nutritional Sciences Program.

Strategy 4A: Establish a subcommittee of Nutritional Sciences faculty that will provide leadership for maintaining the centrality of outreach and service.

Strategy 4B: Establish a mechanism that will facilitate formation of interdisciplinary partnerships with private and public agencies.

Strategy 4C: Provide an infrastructure of personnel and resources that will sufficiently support the Nutritional Sciences Program outreach and service activities.

Strategy 4D: Review the undergraduate and graduate academic curricula and develop priorities for potential improvement of outreach and service activities.

Strategy 4E: Expand the outreach and service opportunities at the *Nutrition and Wellness Center* to support the mission of the *Food, Nutrition, and Wellness Initiative*.

Transformational Outcomes:

1. A standing committee will have responsibility for coordinating outreach and service activities of the Nutritional Sciences Program.
2. Outreach and service will be cornerstones of the undergraduate and graduate academic curricula.
3. An annual retreat of all Nutritional Sciences faculty will be held to review the teaching and research activities related to outreach and service.
4. A line-item on the Nutritional Sciences Program budget will be dedicated to support outreach and service activities.
5. Mutually beneficial partnerships will be increased between the Nutritional Sciences faculty and key agencies on- and off-campus.



Strategy	Who	When	Action Outcomes
4A: Establish a subcommittee of Nutritional Sciences faculty that will provide leadership for maintaining the centrality of outreach and service.			
<ul style="list-style-type: none"> ■ Establish a subcommittee of faculty, with a leader, which will coordinate outreach and service activities in the Nutritional Sciences Program. 	NSP Faculty	8/08	The Subcommittee will be formed and led by a member of the committee.
<ul style="list-style-type: none"> ■ Subcommittee leader will work with faculty to catalogue current outreach and service activities. 	Subcommittee	10/08	List of courses with descriptions of service and outreach activities.
<ul style="list-style-type: none"> ■ Invite internal and external stakeholders to subcommittee meetings for their advice on present and future outreach and service activities. 	Subcommittee	11/08	First-annual subcommittee report to NSP faculty.
<ul style="list-style-type: none"> ■ Identify strategic objectives for prioritization of outreach and service activities. 	NSP Faculty	11/08	A priority list of outreach and service objectives.
<ul style="list-style-type: none"> ■ Develop a mission statement to guide outreach and service activities. 	Subcommittee	11/08	Mission statement will be finalized for public dissemination.
<ul style="list-style-type: none"> ■ Provide a status report on outreach and service activities during faculty meetings and an annual meeting. 	Subcommittee Leader	2/09	First quarterly oral report and newsletter.
4B: Establish a mechanism that will facilitate formation of interdisciplinary partnerships with private and public agencies.			
<ul style="list-style-type: none"> ■ Survey and prioritize the nutritional needs of internal and external stakeholders. 	Subcommittee	11/08	List of prioritized nutritional needs.
<ul style="list-style-type: none"> ■ Establish service learning opportunities for students to address nutritional needs identified by Cooperative Extension and our private and public agency partners. For example, foster collaborations with University Hospitality Services to expand opportunities for dietetic interns, as well as undergraduate and graduate students. 	NSP Faculty	2/09	Four students working on projects per semester.

Strategy	Who	When	Action Outcomes
<ul style="list-style-type: none"> ■ Publicize ongoing outreach and service activities to stakeholders through electronic and traditional media, including alumni publications. 	Subcommittee	3/09	First issue of a bi-annual newsletter.
<ul style="list-style-type: none"> ■ Create outreach scholarship projects that will help address the nutritional needs identified by our private and public agency partners. 	NSP Faculty	9/09	One outreach scholarship project underway.
4C: Provide an infrastructure of personnel and resources that will sufficiently support the Nutritional Sciences Program’s outreach and service activities.			
<ul style="list-style-type: none"> ■ Create a staff position to support the NS Program’s outreach and service activities. 	Subcommittee	9/08	A job description for presentation to faculty and then Dean.
<ul style="list-style-type: none"> ■ Explore partnerships with Cooperative Extension on mutually beneficial projects. 	Subcommittee	2/09	Resources are identified for sharing.
<ul style="list-style-type: none"> ■ Encourage incentives for outreach and service through promotion and/or tenure process. 	NSP faculty	5/09	Guidelines for outreach and service in the promotion/tenure process.
<ul style="list-style-type: none"> ■ Support opportunities for faculty enrichment of skills and strategies for service and outreach. 	College/ Department	5/09	Fund designated to support faculty enrichment in service and outreach skills.
4D: Review the undergraduate and graduate academic curricula and prioritize potential improvement of outreach and service activities.			
<ul style="list-style-type: none"> ■ Support and promote the Student Nutrition Association activities. 	NSP Faculty	5/08	First bi-annual social to recognize student achievements in outreach and service.
<ul style="list-style-type: none"> ■ Explore new opportunities and prioritize them for outreach and service. 	Outreach and Service Staff Person	2/09	One new partnership for outreach and service activities.

Strategy	Who	When	Outcomes
<ul style="list-style-type: none"> Re-evaluate all courses for potential outreach and service opportunities. 	NSP faculty	6/09	First-annual review to ensure each faculty member has at least one outreach and service activity per year.
<ul style="list-style-type: none"> Explore establishing a formal requirement for service and outreach by all graduates. 	Subcommittee	6/09	Report to entire NSP faculty at meeting.
<ul style="list-style-type: none"> Catalogue and highlight field experiences with service and outreach opportunities. 	Outreach and Service Staff Person	9/09	Describe outreach and service opportunities in NSP handbook.
4E: Expand the outreach and service opportunities of the CHE as it transitions into a <i>Nutrition and Wellness Center</i> that supports the mission of the <i>Food, Nutrition, and Wellness Initiative</i>.			
<ul style="list-style-type: none"> Utilize the <i>Nutrition and Wellness Center</i> to offer our students more hands-on opportunities such as nutrition assessment, menu analysis, nutrition counseling, food safety and preparation guidelines, and related health care. 	NSP Faculty	5/10	Twenty percent of NSP students are involved in hands-on opportunities in the <i>Nutrition and Wellness Center</i> each year.



APPENDIX A: INTERNAL AND EXTERNAL PROGRAM MANDATES

The Nutritional Sciences Program at UNH operates within an environment that requires adherence to internal and external mandates. These mandates place resource constraints, performance expectations, and planning requirements on the Nutritional Sciences Program. These mandates are expected and critical elements in the operating environment.

The Nutritional Sciences Program must conform to all UNH and USNH policies and procedures as well as all applicable state and federal laws and regulations. The Nutritional Sciences Program must operate within the parameters of the UNH and COLSA missions, visions, core values, and strategic goals. There are also University and College budget requirements that greatly impact the program offerings and faculty staffing levels of the Nutritional Sciences Program. Individual faculty members have mandates specified in their employment agreements relating to professional activities and conduct.

There are additional internal mandates that all UNH programs must meet. A sample of these are mandates to contribute to the general education program, teach writing-intensive (WI) courses, advise students, provide timely career development information, involve undergraduate students in faculty research programs, and mentor graduate students. There is an internal mandate to provide a Nutritional Sciences minor and to provide graduate education.

External mandates also impact the operating environment of the Nutritional Sciences Program. As the college primarily responsible within UNH for fulfilling the land grant mission of the University, as defined by the Hatch Act and subsequent federal law and administrative rules, COLSA has the opportunity and obligation to provide critical research and innovative outreach programs to New Hampshire citizens and regional constituencies. The Food and Nutrition Program is instrumental to the future success of COLSA in fulfilling its land grant mission. There are legal and financial obligations from granting agencies that relate to the Food and Nutrition Program's research and outreach/Cooperative Extension programs.

The Dietetics academic offering within the Nutritional Sciences Program must comply with the American Dietetics Association's (ADA) requirements for Professional Competencies and Internships. Maintaining ADA certification is critical to the long-term creditability of the Nutritional Sciences Program.

There is a strong expectation by Nutritional Sciences Program students and their families that the quality of graduate and undergraduate education programs will be nationally recognized and will lead to professional opportunities appropriate for the degrees earned. While not a formal mandate, the faculty and staff of the Nutritional Sciences Program understand these expectations and strive daily to meet them.

APPENDIX B: INTERNAL (UNH) STAKEHOLDERS

Gino Alibrio, Associate Professor. Restaurant Management, Thompson School of Applied Science

Charlie Caramihalis, Associate Professor, Thompson School of Applied Science

Rick Cote, Professor, Biochemistry and Molecular Biology

Nancy Johnson, Associate Professor, Thompson School of Applied Science

Tom Kelly, Chief Sustainability Officer/Affiliate Associate Professor, Office of Sustainability,

Rochelle L'Italien, RD, Nutritionist, UHS Dining

Katherine Lockwood, Clinical Associate Professor, Zoology

Debbie Luppold, Extension Professor/Specialist, Food & Nutrition, UNH Cooperative Extension

Tim Quinn, Associate Professor, Kinesiology

Adele Marone, Director, Medical Laboratory Science Program

Jon Plodzick, Director of Dining, Holloway Commons

Larry Prelli, Professor and Chairperson, Communication Department

Dan Sedory, Clinical Associate Professor, Kinesiology

Regina Smick-Attisano, Director, Thompson School Applied Science/Chairperson

Suzanne Sonneborn, Nutrition Educator, Health Education & Promotion



APPENDIX C: EXTERNAL (OFF-CAMPUS) STAKEHOLDERS

Jorie Allen, RN, MS, Doctoral Student, University of New Hampshire

Douglas Baker, Chemistry Teacher, Oyster River School District

Karen Balnis, Assistant Dietetic Internship Director, Keene State College

Charlene Baxter, MPS, Program Leader Family/Consumer Resources, Cooperative Extension Service

Eileen Behan, RD, LD

Erin Boyd, Manager of Healthy Living, Ahold (Parent company for Stop & Shop/Giant Food Supermarkets)

Mary Card, Cholesterol Treatment Center, Concord Hospital

Kathleen Creedon, Dietetic Internship Director/Education Manager, Massachusetts General Hospital

Judi Delaney-Shirley, Stonewall Kitchen

Beth Emery, Regional Manager, Aramark Corp.

Rich Finnegan, Senior Portfolio Program Manager, Genzyme Corp.

Matt Goldberg, Physician, Lee, N.H.

Brooke Gowdy-Johnson, MS, RD, LD, Wentworth Douglass Hospital

Jan Greer-Carney, Director of Nutrition Services, Concord Hospital

Andrea Hebert, Entrepreneur



Kelly Heim, Doctoral Student, Department of Pharmacology and Toxicology, Dartmouth
Medical School

Jacqueline Higgins, RD, Clinical Nutrition Manager, Portsmouth Regional Hospital

Vickie Irwin, RD, LD, Exeter Hospital

Andrea Jackson, RD, LD, Frisbie Memorial Hospital

Valerie Long, Nutrition Coordinator, UNH Cooperative Extension

Megan Mangano, RD, Athletes' Performance, California

Nicole Mann, RD, Massachusetts

Bert Mathieson, ND, RD, CDE, Pinewood Medical Center

Martha McAllister, Regional Prevention Program Manager, Anthem

Holly McClung, Research Dietitian, U.S. Army Research Institute of Environmental Medicine

James McClung, Nutritional Biochemist, Military Nutrition Division, U.S. Army Research
Institute of Environmental Medicine

Martha McLeod, Executive Director of North Country Heal Consortium, AHEC

Angelina Moore, Consultant Registered Dietitian, Cambridge Health Alliance Nutrition
Outpatient Dietitian

Alison Moy, Medical Director, Liberty Mutual Insurance

Carole Palmer, Professor and Department Head, Tufts University School of Dental Medicine

Larry Pletcher, President, Northeast Organic Farmers Association

Lisa Richards, Department of Health and Human Services

Jennifer Sgroi, R&D Product Development Manager, Stonyfield Farm, Inc.

Colleen Smith, Director or Research and Development/Quality Control, Lollipop Tree Inc.,
Portsmouth, N.H.

Susan Sullivan, DSc, RD, Director, Didactic Program in Dietetics, University of Maine

Steve Taylor, Commissioner, N.H. Department of Agriculture, Markets & Food

Paulette Thompson, Manager, Health & Wellness, Giant Food Supermarket /Stop & Shop