

# Visitation Report

## Central Washington University Department of Family and Consumer Sciences

### Programs Reviewed

Apparel, Textiles and Merchandising  
Business & Marketing Teacher Preparation  
Family and Consumer Sciences Education  
Family and Consumer Sciences General  
Family Studies  
Recreation and Tourism  
Global Wine Studies

### Chief Executive Officers

Dr. James L. Gaudino, President | Dr. Marilyn A. Levine, Provost

### Department/Program Co-Chairs

Dr. Rob Perkins  
Dr. Duane Dowd

### Visit Dates:

June 8 – 9, 2015

### Visitation Team Members:

Sonya Meyer, Ph.D.  
Greg Shaw, Ph.D.

The Department of Family and Consumer Sciences at Central Washington University is a dynamic department with capable, dedicated faculty and enthusiastic students. The department is host to a diverse set of Bachelor of Science degree programs, Master of Science programs and numerous specializations, certificates and minors.

On June 8 to June 9, 2015, a visiting team of two external reviewers, Dr. Sonya Meyer, Director of the School of Family and Consumer Science at the University of Idaho, and Dr. Greg Shaw, Chair of the Department of Recreation, Parks and Tourism at California State University, Sacramento, visited the campus to review the programs offered by the department. The processes used by the external review team to ascertain the status of the department's programs and services consisted of reviewing the materials sent by the department; meeting on campus with students, staff and faculty; visiting and touring department and campus facilities; and meeting with appropriate university administrators.

This summary report is organized into two sections. The first section provides an overall evaluation of the department and its programs. The second section presents strengths, challenges, and opportunities/needs for each of the programs reviewed.

It should be stated that the visitation team was generally pleased with the support the department receives on campus from both Provost Levine and Dean Ballard. The administrators were aware of the department's programs and specialties, and seemed open to suggestions for improvement.

## **Summary**

### **Overall Strengths:**

There are several areas that the department is strong in and that will continue to be strengths as the department moves forward with its current goals. Faculty are the department's most important asset and the faculty are all experts in their respective areas and very dedicated to all areas of student success (teaching, advising, campus life, internship/job placement). It was a rare pleasure to meet a group with such a wide range of skills that all got along so well and had such respect for each other.

Special commendation should go to the department co-chairs, Dr. Robert Perkins and Dr. Duane Dowd, for their skill at holding such a diverse department together.

The department has very strong connections to the community as evidenced by the ease at which students are able to find internship and job places, and by the willingness for community professionals to interact with students on campus.

Students are extremely pleased with the quality of faculty, the range of programs, course availability, connections with practitioners, advising, support for internships and job prospects. Students felt that faculty were genuinely concerned about them and the quality of the education that the department is known for.

Nearly all of the department's programs are strong and would stand well against programs at other similar universities across the country. It should be noted, however, that Apparel, Textiles and Merchandising, Global Wine Studies and the GIVE Volunteer Program are extremely well positioned to become interdisciplinary signature programs for CWU.

**Overall Challenges:**

The department operates several specializations, certificates, minors and even complete Bachelor of Science degrees that are completely dependent on one faculty. Most of these programs are logical and many have potential for growth. However, in almost every case, the programs are at their capacity simply because growth would require more faculty. Faculty burnout is also a major concern, and it may be prudent for the department to consider some cross-disciplinary hires. The right faculty, for example, could teach courses in recreation, tourism and events. Currently, with most programs dependent on one faculty, faculty are under a lot of pressure to maintain the program. If any of these faculty retire/leave, the university will lose an entire program.

The department may consider eliminating or combining some programs. While most are strong, Career and Technical Education may benefit from being more centralized with other similar programs on campus. Additionally, the Family and Consumer Sciences General program is very small and the national trend is moving away from the general focus. The department may consider eliminating this program.

The department attempted to develop six core courses after the last program review. Currently only one of the programs still uses all six of these classes. It may be more reasonable in such a diverse department for faculty to select a smaller number of core classes.

**Overall Opportunities/Needs:**

The department is diverse and very broad in its course offerings. There is a need, however, to unify the diverse programs under a more appropriate department name. Human Ecology is a name that has been historically used for departments that contain many of the programs in Family and Consumer Sciences, and most importantly, it is a name that all of the department faculty are in favor of.

Several steps have been taken to develop the Wine/Beer Institute on campus. This would be a unique development that would have the potential to not only attract students from the immediate area, but also from across the country. There is also strong potential for industry support from not only wine and beer, but the related hospitality industries as well. This should be a priority for the department and supported fully by the university.

Michaelsen Hall is an excellent location for the department, however, the building is not appropriate for faculty, staff and students in warm weather. The lack of air-conditioning is not only a potential health hazard, but it will make promising developments such as the Wine/Beer Institute and summer course offerings impossible. Faculty should not have to move offices during the summer as this is an unnecessary use of their time. The money will be well-spent over the long term to set up the building to handle wine and beer production and storage, as well as the potential increase in summer courses (including money-generating Continuing Education courses) that will result from wine and beer.

The department's programs, most notably ATM and RT, are already involved in reaching across the Cascades to the Seattle Area. This should be encouraged and developed.

There are several areas that require attentional staff. The department already has staff to handle internship coordination for some areas, but needs this to be covered for all program areas. Additionally, there should be administrative staff for service learning, volunteering, international programs/courses (GIVE, GWS, etc.).

Department promotion, including the website and social media, needs to be handled by a support staff position. The university does maintain websites for each department, but with the need for several of these programs to actively seek students, greater control over promotions should be handled in the department. Faculty simply don't have time to manage social networking, etc.

The department should consider combining interests for international short courses. This would increase the potential pool of students as well as help strengthen connections between the various programs.

## **Apparel, Textiles, and Merchandising**

ATM maintains a strong presence in the department. The curriculum provides students a broad perspective of the textile and apparel industry but provides depth ensuring a competitive edge in the job market. The new tenure track position for the program will offer greater depth in the curriculum.

### **Strengths:**

- Emphasis on merchandising while providing a broad based industry knowledge
- Proximity to Seattle metropolitan area. Seattle ranks 4<sup>th</sup> in the nation for apparel industry. Through field activities and industry tours students are provided “hands on” knowledge of the industry.
- Student Fashion Association. This student organization provides a means for students to fund raise for study tours to New York City, Las Angeles, and the Las Vegas Magic show and market. More importantly it also provides them with important leadership and professional skill building opportunities.
- End of the year student show. This major event brings recognition to the program and provides students with event planning opportunities.
- Students secure internships and employment with top name retail, design firms and manufacturing.

### **Challenges:**

- Faculty burn-out. Students shared their concern about the load the current tenure track faculty carries. They stated their needs are met, but students are concerned about the affect the work load might have on her.
- Maintaining a manageable number of majors and a current curriculum in a fast changing industry with only two tenure track faculty positions. The need for a part-time adjunct faculty may still exist.

### **Opportunities/Needs:**

- There are multiple opportunities for ATM and Events planning students and faculty to collaborate on courses and projects/assignments.
- Global Wine, Recreation, Tourism, and ATM can all benefit by collaborating on short course study abroad courses and field studies work in the Seattle and surrounding area.
- If they chose the ATM program could strengthen their merchandising emphasis with a focus on the tourism industry and communities. This also provides faculty and students in Tourism and ATM opportunities to work together.
- End of the year student show provides an opportunity to showcase the entire department.
- As mentioned under challenges a part-time adjunct faculty may still be needed to meet student demand for the program.
- The program would benefit from the addition of a CAD for apparel system. This is not intended to add more focus on the design minor, but to provide students exposure and experience with current industry methods, thus making them more competitive in the job market.

## **Career and Technical Education – Family and Consumer Sciences and Business & Management**

Family and Consumer Sciences and Business and Management portions of CTE teacher education programs are housed in the FCS Department. Additional CTE teacher education programs are located in various other departments on campus. The FCS and B&M programs, though small, meet an important need for the state and region and could capitalize on this to increase enrollments. This program also has responsibility for the general FCS degree.

### **Strengths:**

- Experienced dedicated tenured faculty
- Part time faculty member recently taught at the secondary level. This provides the program with the advantage of faculty with recent experience of impacts facing adolescents and the concerns it brings to teaching.
- Solid curriculum based on state of Washington teacher certification standards
- One of the few remaining FCS teacher certification programs in the Pacific Northwest.
- Faculty desire to increase distance education delivery of program/on-line

### **Challenges:**

- Low enrollments in all three majors, FCS Ed, B&M Ed, FCS general. The enrollment in the general FCS major is very low with a current enrollment of 5 students. The faculty and administration should seriously consider dropping this program. It is commendable that this major is available for students who desire an FCS degree but do not want to teach. However, through careful academic advising students could be funneled into one of the other majors in this diverse department.
- CTE programs offered through various departments and colleges on campus
- Meeting state certification standards through unique course offerings and delivery methods. Traditionally CTE program certification standards have been met through pedagogy courses offered separately for individual programs, i.e. FCS methods and a separate course for B&M or Technology. It might be time for a paradigm shift for these course offerings.
- Adequate time available for faculty to recruit students and develop on-line degree program.

### **Opportunities/Needs:**

- Faculties have a unique opportunity to develop a CTE program to include all CTE programs on campus under one department and college. Nationwide universities financial resources are being stretched thin. Often vacant faculty lines remain unfilled or are lost. This results in the remaining faculty trying to meet the demands of the existing curriculum. It is unlikely that the programs new faculty lines will be made available, especially in lower enrolled courses. A unique approach for CWU administration and CTE faculty to consider is revamping curriculum of all CTE programs and create a more general CTE methodology course for all CTE students. The course could include break-out opportunities for content specific discussions. This course could be offered through a faculty rotation plan, making time available

for all faculties involved to focus on recruiting and retaining students. This plan does not need to be limited to just methodology related courses.

- With fewer CTE teacher education programs offered in the Pacific Northwest developing an on-line CTE teacher certification degree program could be quite successful. Currently there is an increased demand for FCS teachers and Extension Educators nationally. If an on-line degree option is pursued it is in the best interest of the program to reach out to surrounding states for reciprocal certification. The faculty member taking the lead in developing this program should receive release time as it will involve much more than one or two on-line courses.
- Faculty and College administration need to develop a recruitment and marketing plan for their CTE degree programs. A time-line and enrollment goal should be set. If at the end of that time-line the enrollment goals have not been met then the program could face the tough decision that others have made, to close the program.
- The department needs to seriously consider eliminating the FCS general undergraduate degree. Students interested in family and consumer sciences field of study, through careful advising, can be counseled to another program.

## **Family Studies, Undergraduate and Graduate**

Family Studies maintains a strong presence in the department. The program offers both undergraduate and graduate degrees. Students appreciate the time and effort faculty provide in helping them achieve their educational goals. Although this program appears 3 deep in the number of tenure track faculty, it is important to note that one of them shares a major leadership role in the department by serving as co-chair.

### **Strengths:**

- Overall students are very pleased with their major and enrollments are strong.
- Class size allows faculty to know students on a more personal level. Students appreciate that.
- Transfer students, whether from a community college or another department on campus have a smooth transition into the department.
- Breadth and Depth of expertise among faculty. Students view faculty as very supportive and open. They feel comfortable discussing issues in class or in one-on-one settings with faculty.
- Graduate TA's are well mentored for their classroom teaching experience. The summer prior to their teaching assignment graduate students take the Curriculum Development Course. The first quarter after completion of the course the student co-teaches with a faculty member. The following quarter they teach the course on their own.
- Graduate students serve as academic advisors, not for all FS majors, which provide faculty more time to focus on scholarly and teaching activities.
- Social events hosted by faculty help students know faculty and fellow students better.
- Faculty expertise exists to develop a child life program. Nationally there are a limited number of Child Life degree programs, and the demand for child life specialists is rapidly increasing.

### **Challenges:**

- One of the three tenure track faculty members in this degree program serves as co-chair for the department. Although the co-chair system appears to work quite well for the department it does limit the academic home programs of the two co-chairs. They do not have the time to contribute to the teaching load or their own scholarship. Both do an incredible job; however the situation does create limitations for their respective program areas.
- Marketing of the degree. Several undergraduate students commented that they were unaware the Family Studies degree existed until they enrolled in one of the courses offered. They primarily learned of the course through "word of mouth" from friends.
- Undergraduate students expressed the desire for more opportunities, (including international), for study/exploration in the family studies area outside of the university setting.
- Graduate students work in their own areas of research interest rather than collaborating with faculty on their scholarship projects/interests.
- Developing a child life degree program and not adding to more to faculty load.



**Opportunities/Needs:**

- There is opportunity for several of the department's degree programs to collaborate on faculty led study abroad short course experiences that would include most if not all majors in the department.
- If the decision is made to move forward on developing a child life degree, collaboration should be encouraged with other university programs in the PNW with similar interests. A joint regional program in child life would fill a national need and would spotlight the universities involved.
- There needs to be a solid marketing and recruiting plan developed for the entire department. Students in both ATM and FS degrees stated learning of the majors by chance. Use of common key terms on college degree finder search engines would be a good place to start.
- Faculty mentioned a need for greater financial support for graduate students. This coupled with alumni surveys indicating a desire for more interaction with the department presents an opportunity to establish a graduate scholarship program.
- Graduate students working in the area of their major professor's scholarship interest/projects could lead to more consistent mentoring of graduate student scholarship and more efficient use of faculty time.

### **GIVE Volunteer Program**

The GIVE Program has a strong presence in the department and is easily a signature program at the university. Due to the international nature of the program, the focus on service learning, and the ability to attract students outside of CWU, GIVE has few bounds.

#### **Strengths:**

- Dedicated faculty with necessary expertise.
- Developed promotional videos.
- International focus.
- Strong support on campus for this program.

#### **Challenges:**

- One faculty in this area that is also the sustainable tourism faculty. The two areas are certainly related and GIVE is a natural extension of sustainable tourism, but neither focus can be developed fully with only one person.
- GIVE is not easily found when visiting the department website and it may be a good fit to put GIVE with sustainable tourism.

#### **Opportunities/Needs:**

- Other areas of the department may benefit from the international connections GIVE has already created. There may be opportunities to include service learning-type short courses for ATM, RT, FS and GWS students.

## **Global Wine Studies**

The Global Wine Studies (GWS) Program is one of the department's strengths, and potentially one of the most signature programs at the university. The program offers a Bachelor of Science in Global Wine Studies, a Certificate in Wine Trade, and a Minor in Wine Trade and Tourism (shared with the Recreation and Tourism Program). Students are enthusiastic about the material presented and the opportunities the program provides and there seems to be strong support from the local industry as well. The program is well-positioned to stand unique from programs at Washington State University, and also work closely with the Recreation and Tourism Program at CWU. There is strong potential for growth in this area, but it should be noted that GWS is currently operating with only one full-time, tenure-track faculty which may limit its growth.

### **Strengths:**

- The program is clearly one of the most unique on campus and with the rising interest in wine in the United States, a very marketable program for the university.
- The curriculum is strong and varied, exposing students to a broad range of wine industry topics including enology, viticulture, branding, global wine regions, wine trade and sensory analysis. The foundation students receive is very solid.
- Faculty expertise and knowledge. GWS faculty have years of field experience and are directly involved with all areas of wine business.
- Strong connection with local wineries for internships and job opportunities. Students felt that finding internships and employment would not be an issue.
- Students were very proud to be in this program and felt that they were unique and special at CWU. This was not arrogance, but they felt that the skills that they were learnings were helping them become part of a very important and growing industry in the state.
- Students felt that the courses were logical and easy to get into – graduating on schedule was not an issue.
- Classroom facilities were pleasant and there was appropriate storage for equipment and wine.
- The global focus of the program is supported by a study abroad requirement in a wine region outside of the United States. The trip costs are reasonable and students did not see this as a barrier in the program.

### **Challenges:**

- Students indicated that the coursework is intense and wondered if an additional chemistry course (specifically organic chemistry) might more appropriate as a program prerequisite.
- Students also suggested that TAs would be beneficial.
- The program has only one tenure-track faculty and one part-time faculty. The program needs to develop more part-time faculty to teach in all courses so that multiple sections of courses can be offered as the program grows. This will also serve the program well if the tenure-track faculty takes a sabbatical.
- While the facilities for the program are adequate, the temperature-controlled wine storage will need to be expanded.
- The program needs to operate in a climate-controlled environment throughout. Michaelsen Hall is a wonderful space aside from the lack of air-conditioning in much

of the building. This needs to be addressed for all areas of the building that will serve wine.

- Students identified the option of making one's own wine an excellent opportunity. Current students felt this should be a requirement of the program, which may require more contacts with industry and/or facilities on campus.
- GWS is currently difficult to find through standard web searches. The current URL (<http://www.cwu.edu/family-consumer/bs-global-wine-studies>), makes sense from a university perspective, but does not support how search engines typically work. Likewise, the title tag (which shows up on the tabs on the browser) is not conducive to finding the program easily. The university may explore giving the program a unique URL ([www.cwu.edu/global-wine-studies](http://www.cwu.edu/global-wine-studies) - or something similar) that then automatically redirects to the program's home page.
- Students felt that the program was supported on campus, but not well promoted. Most discovered the program through word-of-mouth or through a campus tour. The program was not easily found through the university website.

### **Opportunities/Needs:**

- The global focus of the program is an excellent one, but the local wine industry is relatively small. There may be opportunities for students in terms of internships and employment in growing wine regions in the US such as Colorado, Texas and Arizona.
- The Wine/Beer Institute was mentioned several times during the visit and seems to be a very serious proposal for the department and university. The facilities at Michaelsen would be excellent for this development with their large windows and street exposure. The rooms would have to be air-conditioned and the expense would be worth the return on the growth potential for the program. The addition of craft beer will not only expand the program in terms of product, teaching and sponsorship possibilities, but it will also provide a regional focus to contrast global wine in that primary craft beer regions of the US are in Oregon, Washington, northern California and Montana.
- The program needs a new/additional dishwasher for all of the glasses they use.
- The GWS students have a very limited lab space in the nutrition lab. This needs to be coordinated to give them more space. It also seems that some of the interests in nutrition could overlap into GWS, which may make this sharing of space seem more logical.
- Students identified a need for faculty to have more release time for research, which they felt would help keep the courses current with what's happening in the field. Generally, students felt that the one tenure-track faculty was very passionate and consequently overworked. This faculty, they felt, needed additional support from more part-time faculty.
- There seems the potential here to have more industry involvement with actual wineries or vintner associations providing sponsorships of the program.

## **Recreation and Tourism**

The Recreation and Tourism (RT) Program is a dynamic program with several different options for students. The program offers a Bachelor of Science in Recreation and Tourism with specialization options in Recreation Management, Tourism Management or Event Planning. There are also several minors in the program.

### **Strengths:**

- Students identified several strong courses in the program, including, Leadership in Human Development, Festivals and Events, Resort Management and the both the internship and the practicum options.
- Students felt faculty were extremely supportive and knowledgeable. Internships were easy to find and they felt secure in finding jobs afterward.
- Students were very enthusiastic about the overall quality of the program and their level of satisfaction at being recreation and tourism majors.
- Academic advising is considered a strong point of this program.
- Although the program seems to have many options and choices, students enjoyed the flexibility.

### **Challenges:**

- Students felt that the IT 260 course was not necessary for their program.
- Students felt strongly that the faculty were over-extended and there needed to be more support for faculty.
- RT is very broad in its scope, including as many specializations and minors as some stand-alone departments in recreation. This in itself is not a problem and it does not seem to be an issue in terms of faculty or student relations. There may be an issue though if student numbers don't increase as Event Planning becomes more prominent. Events can be very dominant and the individual specializations and minors will need to work hard to distinguish themselves from each other to continue to attract students from outside of the major.
- Promoting the programs is an issue. Students felt that the university spent time promoting teaching and business, but very little was given to recreation. All of the students interviewed indicated that they learned of the program through word of mouth and that even the campus tour indicated that Michaelson was the "Art" building.
- The program should identify the strongest components to promote. This may not mean eliminating anything, but by focusing on promoting the strongest programs, students will come into the major and then learn of other options.
- The Recreation and Tourism program has two full-time faculty listed (aside from the co-chair that also teaches in this area, but only part of the time). These two faculty are split between tourism, wine tourism, sustainable tourism and the GIVE program. This issue is not that each of these aren't viable areas. The issue is that there's a very real limit as to how many more students can be accepted into the program under the current faculty conditions.

### **Opportunities/Needs:**

- RT offers a Minor in Wine Trade and Tourism, which is a smart move considering the popularity of wine with college students. This seems to indicate a good working

relationship between RT and GWS and may be a program to develop if GWS becomes more popular and harder to get into for students.

- Tourism seems to be the most natural part of this program to have a strong presence in the Seattle area. By developing online courses to attract students from that area and even developing some satellite courses in alternate locations, there may be potential to attract new students into the program.