Proposal for the

Department of Human Nutritional Sciences from
The Faculty of Human Ecology

to join

The Faculty of Agricultural and Food Sciences

December 04, 2013
I. Background and Introduction

This proposal is advanced as part of an initiative launched by President David Barnard in January of 2012 to improve and simplify the University’s current academic structure. In launching this initiative, President Barnard noted the University’s large number of free-standing faculties/schools and departments relative to other Canadian medical/doctoral universities of similar size and scope, and expressed concern that this overly elaborate academic structure was impeding the University’s academic work in a number of important ways. He identified the cluster mechanism as a useful starting point in a plan to simplify and improve the University’s academic structure, and asked the Provost to work with deans and directors, through these cluster groups and in consultation with their faculty, staff and students and external stakeholders, to identify viable options for reducing the number of faculties and schools from the current total of 20 to a number closer to the national average of 13 by 2017.

The goal of the overall initiative, hereafter referred to the Academic Structure Initiative (ASI), is to arrive at an academic structure that better reflects the University’s size and scope, and enhances progress on its Strategic Planning Framework priorities, in particular, and the University’s ability to meet its mandate more generally.

II. Proposal Overview

This is a proposal for the Department of Human Nutritional Sciences, Faculty of Human Ecology to join the Faculty of Agricultural and Food Sciences at the University of Manitoba. By bringing together the Department of Human Nutritional Sciences and the Faculty of Agricultural and Food Sciences, the University of Manitoba will strengthen its leadership role in teaching, research and outreach, thus positioning the human nutritional sciences as link between food and health. The synergies created by this proposal will better serve the goal of delivering nutritional security to the world’s growing population in an environmentally and economically sustainable manner. It will not diminish any existing or planned collaborations with other units within or outside the university, including the opportunities for students in the dietetics stream to fully participate in the University of Manitoba’s Interprofessional Education Initiatives.

The University of Manitoba has established “Healthy, safe, secure and sustainable food and bioproducts” as an Academic Enhancement priority area within the Strategic Planning Framework. By bringing together the Department of Human Nutritional Sciences with the Faculty of Agricultural and Food Sciences, the University will enhance its capacity to address this priority area, as the mission statements for the respective units reflect strong complementarity. Within Human Nutritional Sciences, the mission is to excel in promoting human health and quality of life through generation of advanced knowledge and training of tomorrow’s leaders in nutrition, through the integration of concepts in metabolism, food and community nutrition. The sciences of human nutrition

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1 January 19, 2012 Communiqué from President David Barnard
include subject areas ranging from the roles of food and nutrients at the cellular and molecular levels to interactions with behaviours of the human population ultimately leading to disease prevention and management. Within the Faculty of Agricultural and Food Sciences, the research programs contribute significantly to the production of healthy food, feed, energy, fibre and other bioproducts; to the sustainability of Manitoba ecosystems, and to rural community stability and economic viability. Therefore, the missions of both Human Nutritional Sciences and the Faculty of Agricultural and Food Sciences are unique, but complementary and interdependent, and both drive the vision for this new partnership. As such, having Human Nutritional Sciences join with the Faculty of Agricultural and Food Sciences will i) enhance linkages between production-oriented and longer-term multifunctional research and student training, ii) expand the research and training focus beyond the individual producer and consumer to the community, and iii) build interdisciplinary expertise to better address complex issues in the agricultural, food and nutritional sciences for the benefit of all Manitobans.

III. Context and Rationale

The food environment is evolving rapidly in response to an increasing world population, reductions in land available for agriculture, increasingly extreme variations in climate and global shifts in affordability of an optimum diet. The Earth, its environment and resources, and humanity as a whole face a future of challenges and opportunities.

Bringing together the fields of agriculture and nutrition builds on work that is already underway in Human Nutritional Sciences and the Faculty of Agricultural and Food Sciences: nutritional security; sustainable agriculture; individual, population, community and environmental health; reversion to reliance on biological and renewable physical resources; adaptation to climatic variation; economically viable industries; and much more. Brought together these elements would form a powerful new vision, which has been captured by the Dean of the Faculty of Agricultural and Food Sciences as “Nourishing the world without costing the Earth”.

With the proposed structure, graduates will gain an enhanced understanding of the linkages between food production systems, the nutritional attributes of foods, and the role of food and bioproducts in contributing to the health of individuals, families and communities. Additionally, this new structure will strengthen contributions to Manitoba’s economy, through the development and commercial advancement of functional foods, food bioactives and natural health products from locally-derived resources. An important feature is that this expanded Faculty will enrich its focus on high-quality food production through an enhanced focus on the nutritional implications for the ultimate consumer. As such, it will be one of the few Faculties at the University of Manitoba that will provide teaching, research and outreach activities in support of both a primary economic activity in Manitoba, in this case the agri-food production systems, and the health of Manitoba’s population.
IV. The Process

The process of developing the current proposal began in February 2012 with extensive discussions among staff members within the Department over a five-month period about research and teaching alliances across the University campus.

During these discussions it became clear that the Department of Human Nutritional Sciences recognized more partnerships with units external to the Faculty of Human Ecology than with the Departments within the Faculty.

In August 2012 the staff members used the outcomes of earlier discussions to identify units within the University with whom the Department had partnerships or units that supported research and teaching programs that aligned with the goals of the Department. Department members then began a process of consultation with the respective Deans, Department Heads and academic staff of other units on campus.

Also in the fall of 2012, Department members attended the two Special Faculty meetings that were arranged for all academic staff members of the Faculty to share views and expectations related to the University’s Academic Structure Initiative (ASI). Department members also received the written updates on changes and progress in ASI prepared by the Dean’s office, as well as the Faculty Council minutes that documented the exchange among academic staff members related to different options for new academic structures.

The Department of Human Nutritional Sciences engaged in multiple discussions, including:

- Those held with the Faculty Kinesiology and Recreation Management
- Those related to the establishment of a Faculty of Health Sciences, including opportunities as
  - Stand-alone department in the College of Medicine
  - Participation in a proposed College of Population Health Sciences
- Those held with the leadership from the Faculty of Agricultural and Food Sciences

Having expressed its preference for not joining the proposed Faculty of Health Sciences as an academic unit, the Department of Human Nutritional Sciences and the Faculty of Agricultural and Food Sciences met on May 22, 2013, to explore opportunities, including the discussion about the possibility of creating a new department within the Faculty of Agricultural and Food Sciences and the associated options. These discussions form the basis of the current proposal. While the current proposal would establish the Department of Human Nutritional Sciences as a stand-alone department in the Faculty of Agricultural and Food Sciences, Human Nutritional Sciences is clear in its desire to establish new partnerships that are exclusive of a governance model, with the Faculty of Health Sciences, as well as other health-oriented faculties, that will enhance the training of our undergraduate and graduate students in the human nutritional sciences. These new opportunities could include such items as enhanced inter-faculty participation in teaching at both the undergraduate and graduate student level.
V. The Proposal

As previously indicated, this is a proposal for the Department of Human Nutritional Sciences, Faculty of Human Ecology to join the Faculty of Agricultural and Food Sciences at the University of Manitoba. In order to maintain the unique health-oriented contribution that Human Nutritional Sciences brings to this proposed structure, the Department of Human Nutritional Sciences will retain department status in the Faculty of Agricultural and Food Sciences. The Department will be governed by the bylaws and policies of the Faculty of Agricultural and Food Sciences, while retaining its current departmental bylaws and procedures (pending review for consistency with units in FAFS).

This transfer will strengthen the University of Manitoba as a leader in teaching, research and outreach activities that position the human nutritional sciences as the link between food and health. The Faculty of Agricultural and Food Science's key strategic areas are: Healthy Food, Healthy Environment, Healthy Bioproducts and Healthy Communities. These areas are fully in line with the directions and vision of the Department of Human Nutritional Sciences.

The Department will contribute tenured and tenure-track positions, sessional instructor positions, administrative support staff and technician positions. This complement of staff will allow Human Nutritional Sciences to deliver its undergraduate programs, graduate program and research programs.

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<th>Table 1 – Student and Staffing information</th>
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<td>Unit</td>
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<td>Human Nutritional Sciences</td>
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<td>Faculty of Agricultural and Food Sciences</td>
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<td>Totals</td>
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1 Includes 2 PhD students enrolled in the Food and Nutritional Sciences PhD program
2 Includes both Degree and Diploma students

The Department of Human Nutritional Sciences will continue to deliver all of its current undergraduate and graduate programs, including the dietetic focus which provides the academic preparation students need to be eligible for entry into a dietetic internship offered by the Winnipeg Regional Health Authority. This program meets the professional competency (accreditation) standards of the Partnership for Dietetic Education and Practice, as recognized by Dietitians of Canada and the College of Dietitians of Manitoba. The maintenance of the professional competency standards, through academic staffing requirements and access to specific resources, is of primary concern for the undergraduate program in Human Nutritional Sciences. In keeping with its role as interface between food and health, Human Nutritional Sciences will continue to
offer “nutrition for health professionals” course content for units within the Faculty of Health Sciences, and continue to contribute to the Bachelor of Health Sciences and the Bachelor of Health Studies program. Further, continued collaboration in health professional training between Human Nutritional Sciences and the Faculty of Health Sciences will occur in the Interprofessional Education program at the University of Manitoba. The Department of Human Nutritional Sciences will also continue to provide, as will other departments from Human Ecology, undergraduate programming in the major area of Human Ecology/Home Economics, as defined by the Department of Education and Advanced Learning, for entry into the education program in the Faculty of Education.

Research and teaching laboratories, teaching space and offices, student meeting and support spaces, and administrative spaces currently occupied or shared by the Department of Human Nutritional Sciences in the Human Ecology and Duff Roblin buildings will be maintained for its teaching, research and outreach functions. The Faculty of Agricultural and Food Sciences will assume responsibility for these spaces. The delivery of undergraduate and graduate learning experiences will take place in teaching spaces primarily located on the Fort Garry campus. Over the medium to longer term, the participating units will examine options to enhancing cohesion and fostering greater interaction.

The resources that currently support the undergraduate and graduate programs and research programs of the Department of Human Nutritional Sciences will be transferred from the Faculty of Human Ecology to the Faculty of Agricultural and Food Sciences. The resources to be transferred represent those needed by the Department of Human Nutritional Sciences to carry out its functions, and include the departmental budgets as well as a percentage of the centralized resources reflecting the level of Human Nutritional Sciences activity within the Faculty of Human Ecology. The transfer of centralized resources must be sufficient to support the student body that will transfer to the Faculty of Agricultural and Food Sciences. The Department of Human Nutritional Sciences will retain the income streams secured through departmental operations.

| Table 1 – Resource information (as of Oct 31, 2013) |
|-----------------------------------------------|------------------|------------------|------------------|
| Unit                                          | Operating        | Research         | Trust and        |
|                                               | Baseline         | Revenues         | endowment funds  |
| Human Nutritional Sciences                     | $1,788,779       | $1,926,740       |                  |
| Faculty of Agricultural and Food Sciences      | $14,410,957      | $17,425,306      |                  |
| Totals                                        | $16,199,736      | $19,352,046      |                  |

With the exception of funding to support transition and implementation costs, the establishment of the proposed new Faculty will not call upon any more of the
University's continuing (i.e. baseline) operating funds other than those currently directed to the Faculty of Human Ecology and the Faculty of Agricultural and Food Sciences.

VI. Opportunities

The transfer of the Department of Human Nutritional Sciences to the Faculty of Agricultural and Food Sciences creates the following opportunities:

• The development and enhancement of research, teaching and outreach activities that position the nutritional sciences at the interface between food and health, including enhanced nutrition translation activities,
• The development of nutritional sciences students who are knowledgeable and literate on sustainable food production practices and their implications for nutrition and the promotion of the health and well-being of individuals, families and communities,
• The development of agricultural and food sciences students who are knowledgeable and literate on sustainable food production practices and the impact of these on nutrition and the promotion of the health and well-being of individuals, families and communities,
• The strengthening of the Manitoban economy through the development and commercial advancement of functional foods, food bioactives and natural health products derived from locally-derived resources,
• The enhancement of opportunities in teaching, outreach and research to support nutritional security in Manitoba, Canada and the world.

VII. Implementation Process

Assuming that the Board of Governors approves this proposal, it is envisaged that the Dean of Human Ecology and the Dean of Agricultural and Food Sciences will guide and oversee the transfer of the department. As necessary, change management support would be requested from other University services.

The Deans, together with Department Head of Human Nutritional Sciences, will consider whether, and what number, of committees may need to be established to advise on transition/implementation issues. These committees would include faculty, staff and students. Where actions arise from this process requiring the approval of Senate and/or the Board of Governors, they will be forwarded to these governing bodies for consideration. Further, all actions will respect collective agreements with relevant employee groups.

It will be important that this implementation process be sufficiently flexible to facilitate adjustments, where required, and responsive to input on issues that may arise in both the short and longer terms. It will also be important to acknowledge the considerable time...
and energy that will be required of members of the affected units and the University, in
general, to address transition issues.

VIII. Conclusion: Expected Goals and Outcomes

The transfer of governance of the Department of Human Nutritional Sciences to the
Faculty of Agricultural and Food Sciences fits with the goal of the Academic Structure
Initiative and will have a number of important outcomes for the University. This
particular step and the resulting academic structure:

- Enhances the University’s capacity to deliver on its mandate in relation to
teaching, research and outreach,
- Enhances leading-edge, multi-disciplinary research that bridges the spectrum of
“food and health” activities,
- Enhances educational experiences for future dietetics professionals, by providing
an enriched educational experience that provides greater detail as to the origins of
the Canadian food supply
- Enhances research competitiveness for external research support, through the
creation of a greater critical mass and enhanced infrastructure in support of
strategic research planning, grant facilitation, and research interactivity
- Provides a strong union to build on the “life cycle” of food, from primary
production to excellent human nutrition,
- Enhances opportunities to contribute to Manitoba’s economy, through the
development and commercial advancement of functional foods, food bioactives
and natural health products derived from locally-derived resources,
- Enhances outreach activities that position the nutritional sciences as the link
between food and health.