

**PROGRAM REVIEW IMPLEMENTATION PLAN  
PROGRESS REPORT  
Animal and Food Sciences  
2015 - 2016**

**1. Enhance and increase regular communication with commodity groups and stakeholders.**

**Assessment method:** Departmental commodity coordinators and the Chair will individually evaluate and determine the most effective means of communicating with commodity groups and stakeholders.

**Results:** Communication by the Chair and the department's faculty/staff with commodity groups and stakeholders occurred through a variety of methods, including: [1] serving on the various Farm Bureau Advisory Committees and commodity organization boards; [2] Field Days and other informational-sharing activities such as the biennial Beef Bash sponsored by the department's beef group, Dairy Research Showcase sponsored by the department's dairy group, and Ewe Profit School sponsored by the department's sheep group; [3] partnership between members of the department's Beef Extension Group and the KY Cattleman's Association on the Kentucky Beef Network; and [4] the department's Extension Associate for Youth Livestock Programs serves as a member of the KY Department of Agriculture's District Livestock Shows Advisory Board.

**Analysis of results and reflection:** Having departmental faculty and staff within a commodity or stakeholder area work directly with commodity and stakeholder groups provides a great venue to discuss commodity specific issues and needs, as well as to communicate departmental challenges and programs.

**Ongoing improvement actions:** The department will continue to place a priority on communication with stakeholders and commodity groups, and will continue efforts of involvement with existing advisory committees or commodity boards. This allows for one-on-one interaction with the groups. Faculty and staff from other departmental commodity groups will be encouraged to offer events like the Dairy Research Showcase and Beef Bash to update groups on research and outreach activities.

**2. Develop strategies to expand the delivery of distance learning, on-line courses, and virtual classroom concept.**

**Assessment method:** *This was rejected in the Implementation Plan due to lack of departmental faculty and budgetary resources.*

**3. Explore how faculty can be certain to receive performance credit for all major activities.**

**Assessment method:** During 2016 performance evaluations, faculty will confirm DOE and clearly document activities, accomplishments, and impact.

**Results:** The 2016 performance evaluation process is currently in progress. The chair will remind faculty to document their activities and accomplishments in their CV and will also remind evaluation committees to emphasize these accomplishments during performance evaluations.

**Analysis of results and reflection:** Some faculty members do not feel they are rewarded during performance reviews for the efforts they put forward. However, the college has clear guidelines for calculating teaching DOE and the faculty uses those guidelines when they turn in their DOE. The department will make greater efforts in referring to the university's Administrative Regulations, CAFE policies and guidelines, and departmental Evidences of Activity so faculty clearly understand what defines rewarded accomplishments in teaching, research, and Extension.

**Ongoing improvement actions:** The department will continue to make every effort to give credit to faculty for their efforts and accomplishments during performance reviews, as outlined in the university's Administrative Regulations, CAFE policies and guidelines, and the department's Evidences of Activity. The performance evaluations will continue to utilize faculty committees, including the chair, who review the documentation provided by each faculty member.

#### **4. Explore how faculty and departmental leadership can expand collaborative projects and opportunities with other units.**

**Assessment method:** The UK Research Sponsored Project reports will be monitored for collaborative grants. In addition, the chair will work with CAFE administration to monitor and identify potential collaboration and partnerships.

**Results:** In FY 2016, the department faculty were PI's on \$3,038,323 in grants that involved collaboration with other departments or other universities. In addition, department faculty were co-PI's on \$1,773,998 in grants on which faculty outside the department were the PI.

**Analysis of results and reflection:** Upon analysis of the grants that the department receives, 84% of the funding for FY 2016 involves collaboration with professionals outside the department or with other universities. The department has done an excellent job of establishing and taking advantage of collaborative arrangements or partnerships. In addition to collaborative grants, other examples of collaboration include the Food Connection (with Aramark), Extension activities through the Kentucky Beef Network, Extension programming across departments, and the Butcher Shop partnership with Aramark. Additionally, department faculty have many collaborative agreement/arrangements with industry groups that involve utilization of equipment and other materials in research and extension projects.

**Ongoing improvement actions:** The chair and faculty will continue to communicate with CAFE administration, as well as the UK Director of Corporate Partners, to identify opportunities for collaboration. The chair will distribute to the faculty any appropriate grant opportunities and deadlines that are identified via listserv, Grants Bulletin, or other sources.

#### **5. Develop a plan for a facility and classroom improvement initiative.**

**Assessment method:** Departmental and CAFE project records will be reviewed annually and compared with a list of facility needs compiled by the chair from faculty/staff input and personal observation of the physical plant.

**Results:** In 2016, Garrigus 901 was equipped with computer/flat screen capabilities, LCD projector capabilities, and white boards to aid in teaching activities. Several large rooms in Garrigus are being

renovated for use by graduate students, and space on the 9<sup>th</sup> floor of Garrigus is being renovated to allow of the department's personnel performing business functions to be housed on the 9<sup>th</sup> floor. The department participated in the Master Plan study evaluating long-term facility needs for both the department and college. Facility improvements in 2016 include completion of the new Dairy Housing, Teaching, and Research Facility at the Dairy Unit. Other construction projects underway at the Dairy Unit include new roadways, upgraded liquid manure/wastewater pipelines to the lagoon, and new feed bunks for dry cows. Discussions are also taking place to exploring the potential construction of a new milking parlor at the Dairy Unit. The department is working with Alltech, Inc., to replace many of the interior and exterior doors at the Poultry Unit. The department is working with the CAFE Research Office to replace some of the fencing at the Equine Unit. Equipment upgrades in 2016 include a new incinerator and new incubator/hatcher at the Poultry Unit, a fork lift at the Swine Unit, a trailer for the UKREC Beef Unit, and trailer for the Equine Unit. Finally, the department has worked with Physical Plant Division to devise a repair and maintenance plan for freezers/coolers in Garrigus that should allow for their long-term maintenance and usage.

**Analysis of results and reflection:** Progress has been made in upgrading farm facilities, and other needed projects are underway. Significant investments in the freezers/coolers in Garrigus have also been made, and plans are in progress to complete repairs on these units so they can be fully transferred to Physical Plant Division for their oversight and maintenance. As the animal units continue to age, significant investments will need to be made to keep these units operational and functional. Also, the continued growth of our undergraduate programs has created a real need for additional classroom and lab space.

**Ongoing improvement actions:** The chair will continue to survey faculty/staff for the most critical issues that hinder productivity of the research and teaching programs. Personnel are encouraged to identify pending facility and equipment deficiencies so we can plan for the future.

## 6. **Work with CAFE administration to simplify business and accounting practices.**

**Assessment method:** The chair will monitor and provide input on proposed new business practices through the CAFE Chairs meetings and Dean's Administrative meetings, with the objective of relieving the workload of faculty, yet maintaining appropriate financial oversight.

**Results:** In recent years, it appears that the amount of paperwork required of faculty has increased, hindering their ability to perform their academic responsibilities. An example of this includes the new documentation requirements for Procard purchases. The chair has actively discussed and been opposed to any new proposals that increased faculty paperwork with no corresponding positive impact on productivity. Where new approval forms have been implemented, we have tried to use electronic signatures if possible, so approvals can be given outside the office. Also, where new university purchasing arrangements have arisen (such as with VWR), we have attempted to develop a consistent and easy process for faculty and staff to use when making purchases.

**Analysis of results and reflection:** Although the department can be proactive in guarding against increased paperwork for faculty, the reality is that we have very little control over implementation of new university policies. The move toward more online business procedures may reduce paper on the one hand, but may increase the need for faculty or other supervisors to be more vigilant at checking

email or Enterprise Services for actions that they must take. I believe we are adjusting to the online environment.

**Ongoing improvement actions:** The chair and faculty will continue to be vigilant of changes in business procedures and evaluate the most efficient and time-saving methods to address the new procedures. Additionally, the chair will coordinate training for departmental Business Office staff with the CAFE Business Office to enhance their ability to serve the needs of faculty and staff.

**7. Consideration must be taken of the balance between a species and discipline approach for teaching/research. This is critical to the continued success of the department.**

**Assessment method:** The department will seriously discuss and evaluate the balance of species and discipline emphasis in the department programs when hiring new faculty and as we review the curriculum.

**Results:** Recent faculty searches and hires have been more discipline focused to allow more cross-species interaction and collaboration. For the past several months the department has been reviewing its undergraduate curriculum review, specifically evaluating the disciplinary courses that make up the core of our curriculum (e.g. nutrition, physiology, anatomy, etc.). Further, some of our research programs (e.g. precision dairy) have integrated several disciplines such as animal behavior, husbandry, engineering, economics, modelling, and nutrition into the projects.

**Analysis of results and reflection:** In recent years, as a result of discussions and planning at our faculty retreat in 2011, the department has been more intentional about considering a discipline approach for many of our programs. It will be important going forward to make sure this approach meets the needs of our clientele and stakeholders.

**Ongoing improvement actions:** The department is aware of the need to have a balance between species and discipline-based approaches to our programs and will continue to consider this balance as we move forward. The newer faculty in the department tends to be very receptive to multidisciplinary programs that add to productivity and competitiveness for funding.

**8. Study the interactive benefits/costs of targeted program expansion/reduction with consideration of the new university budget model.**

**Assessment method:** When the new budget model is revealed, the chair and faculty leadership will work with CAFE administration to evaluate the options and potential impact of the new budget model on all programs in the department.

**Results:** Since the hiring of the new Provost, the much talked about new budget model was scrapped. The college and department await details on how the new Provost will determine and award budgets.

**Analysis of results and reflection:** Once budget details are revealed, the department will make adjustments to address budget needs. The reality is that student numbers are increasing, faculty FTE's have decreased, classroom space is limited for larger classes, and faculty time dedicated to teaching has increased.

**Ongoing improvement actions:** To be determined, once the new budget model is in place.

**9. Teaching loads must be properly balanced to allow the faculty to address other program priorities.**

**Assessment method:** Using annual DOE records, the department will track the impact on distribution of effort of growing student enrollment and the decrease in faculty numbers.

**Results:** The addition of two Lecturer faculty lines in 2016 has improved the FTEs providing instruction. Over the five-year period of FY 10-11 to 15-16, FTE changed from 9.1 to 10.5, 15.5 to 13.5, and 12.4 to 11.8 in teaching, research and Extension, respectively. The total number of faculty decreased from 38 to 36. Undergraduate student numbers from degree programs totally taught by (ANSC and FSC) or largely taught (ESMA) by department faculty and staff over the same time period have increased approximately 82% from approximately 393 to 717.

**Analysis of results and reflection:** Due to budget cuts and retirements, our total faculty numbers decreased by 2 over the five-year period in the midst of increasing student numbers. In order to accommodate the teaching demand, two new faculty in the Lecturer Title Series were hired in 2016 and one faculty was retained in a post-retirement position to help cover teaching responsibilities. This has helped stop the shift from research and Extension FTEs to teaching FTEs.

**Ongoing improvement actions:** The department presently has two faculty searches underway, and both positions have a portion of teaching FTE.

**10. The department should consider how to better support undergraduate students in judging events and club activities.**

**Assessment method:** This recommendation was rejected due to budgetary constraints. However, we are tracking endowments related to judging teams via SAP.

**Results:** Interest from two endowments totaling \$25,006 currently provides some funding for judging teams. In addition, the department provides \$2,000 of departmental funds to each team for travel, funds teaching expenses, and provides funding for the stipend of each graduate student coach.

**Analysis of results and reflection:** Although the department is supportive of the judging programs, current budget constraints prevent an investment beyond the current levels. The new Extension Associate for Youth Livestock Programs and the new Collegiate Livestock Judging Team have been meeting with and contacting potential donors to establish relationships and secure funding for the program.

**Ongoing improvement actions:** New revenue streams will be necessary to increase investment in judging teams. One of the responsibilities of the new Extension Associate for Youth Livestock Programs is to work with the CAFE Development Office to investigate fundraising opportunities to increase endowments and to increase contributions for operating expenses.