

**PROGRAM REVIEW IMPLEMENTATION PLAN  
PROGRESS REPORT  
Equine Science and Management Program  
2017 - 2018**

**Background:** UK Ag Equine Programs (EP) completed a program review in September 2014. This review focused primarily on the Equine Science and Management (ESMA) undergrad degree program. An implementation plan was submitted in February 2015 and finalized in May 2015. Recommendations that were rejected have been omitted from this report. Throughout the document, the external review committee refers to the “ESM Program.” At times, we believe they are referring specifically to ESMA, while at other times, we believe they intended to refer to the entire EP. We note those differences in the document. As for the recommendations, some recommendations have not yet been addressed, many are ongoing, and some have been completed.

- 1. The current administrative position of the ESM Program within CAFE structure should be evaluated. Specifically, is the program positioned appropriately for continued and future success through its association with the experiment station versus the office of academic programs?** (This recommendation refers to EP.)

**Assessment Method:** The focus of discussion by the EP Council and college administration on where to place EP emphasized that it is a multidisciplinary program and covers all three mission areas of research, teaching and extension as a program. Although not a stand-alone department, the consensus is that the program necessarily warrants a college-level status.

**Results:** College administration, in conjunction with EP leadership and through the strategic planning process, determined that the most appropriate reporting structure of the EP would be directly to the dean instead of one of the associate deans. This new structure was implemented in January 2017.

**Analysis of results and reflection:** The rapid and continued growth of the program, and the importance of the involvement in all three mission areas make this new structure more logical.

**Ongoing improvement actions:** College administration and EP leadership will continue to assess if this is the correct reporting structure for the program.

- 2. The existing structure and alignment of the committees and councils within ESM should be streamlined and/or consolidated with defined roles for individuals.** (This recommendation refers to the Equine Programs as a whole.)

**Assessment Method:** The EP Council will work with college administration to determine the most effective organization of committees within EP.

**Results:** In 2015, and following consultation with Associate Dean Larry Grabau, the decision was made to eliminate the ESMA Steering Committee and to create the ESMA Curriculum Committee, which is chaired by the Director of Undergraduate Studies. An ad-hoc committee of the EP Council reviewed the structure and reporting process within Equine Programs. Based on a vote of the EP Council and review by the dean a new structure has been implemented. An executive committee was created for EP council and four committees with curriculum, research, extension and communication were created. Each participating department can have at least one member of each committee.

**Analysis of results and reflection:** The four committees are overseen by the chairs who are responsible for the activities of the committees. The limitation on membership of the committees is unnecessarily restrictive however so an affiliates process is also being implemented for each of the committee areas.

**Ongoing improvement actions:** Ongoing.

**3. The Equine Programs Organizational Chart is unduly complicated and convoluted. A simpler chart should be developed.**

A revised organizational chart has been developed and implemented with the new structure of the EP Council. The chart was presented to EP council and voted and adopted. Dean Cox and the Dean's Industry Advisory Council approved the organizational chart prior to the vote and will review and approve minor changes made in the voting process. The organizational chart includes equine programs in all the mission areas of the college.

**4. An ESM program strategic plan should be developed with long-term goals and measurable benchmarks, emphasizing "managed growth" in the ESM program to protect the quality of the program and avoid outstripping resources. (This recommendation refers to the ESMA undergrad degree program.)**

**Assessment Method:** A joint ESMA/ANSC committee was appointed to begin reviewing this recommendation, which affects both majors. This committee is currently not active. To better recognize the interdisciplinary nature of the ESMA degree a new strategic plan will be developed in collaboration with all participating departments.

**Results:** The recurring funding for two full-time lecturer positions has helped to address immediate needs in some of the teaching and advising areas. The strategic plan will need to more fully embrace the interdisciplinary nature of the program.

**Analysis of results and reflection:** The recommendation referred to the ESMA program itself, steps were taken in 2016 to address the program as a whole. A strategic plan was

developed and further action will continue in 2017 after the organizational structure has been defined and simplified.

**Ongoing improvement actions:** Improvement actions are ongoing.

- 5. New course(s) should be created that emphasize business/accounting education, as well as presentation/ communication skills and interactive skills.**

**Assessment Method:** The ESMA teaching faculty began a curriculum mapping exercise that has resulted in a comprehensive program change. This has been informed not only by internal but by external stakeholder input. Attention has been focused on this topic in the current curriculum mapping by including a new class for the writing requirement.

**Results:** In progress.

**Analysis of results and reflection:** The new curriculum embraces the interdisciplinary nature of the program and addresses specific weaknesses noted from the Work Force Summit and identified by the advisory council.

**Ongoing improvement actions:** The revised curriculum is currently under review at the college level.

- 6. A course in "alphabet organization" should be considered to provide insight into the horse industry.**

**Assessment Method:** Because of resource constraints the addition of any new courses has been put on hold.

**Results:** None

**Analysis of results and reflection:** Analysis and reflection are impossible at this time.

**Ongoing improvement actions:** Ongoing improvement actions will begin following analysis.

- 7. CAFE administration should allocate additional resources to the ESM program in the form of TAs and faculty lines in Animal and Food Sciences or Veterinary Science.**

**Assessment Method:** A joint ESMA/ANSC committee was appointed to review teaching-related needs in the ESMA degree program. After the initial progress the committee has not met and strategic decisions in other departments related to faculty positions are beyond the purview of the equine programs.

**Results:** Recurring funding was made available by the dean for two full-time lecturer positions, these have helped to address shortages in teaching and advising capacity. The TA positions have also been funded for support of the EQM105 class.

***Analysis of results and reflection:*** The strengthening of the teaching faculty had a significant impact on the ESMA program.

***Ongoing improvement actions:*** Ongoing improvement actions will begin following analysis.

**9. To accommodate continued growth in the program, additional classroom and farm facilities will be necessary.**

***Assessment Method:*** A major gift has expanded the ANSC equine facilities used for teaching the ESMA classes. No expansion of teaching or research facilities beyond existing facilities is planned by ANSC. Equine Programs has begun discussion regarding a plan for an interdisciplinary research and teaching facility which will address broader teaching and research needs. This facility will not be limited to use by the ANSC faculty but will focus on interdisciplinary teaching and research.

***Results:*** Nearly complete.

***Analysis of results and reflection:*** Analysis and reflection are impossible at this time.

***Ongoing improvement actions:*** Ongoing improvement actions will begin following analysis.

**10. The ESM steering committee should review the appropriateness of ESM courses and make adjustments to minimize redundancy and increase the rigor of upper level classes.**

***Assessment Method:*** The ESMA teaching faculty began a curriculum mapping exercise in May 2015. These changes have been fully implemented and the comprehensive curriculum changes have been approved at college curriculum and university levels

***Results:*** Completed

***Analysis of results and reflection:*** This process is ongoing and will require discussion of the specific content of upper division classes. Additional emphasis on the business and leadership tracks is needed.

***Ongoing improvement actions:*** Review of the changes is ongoing

**11. The ESM Director position should be a full-time appointment as the program continues to expand, and the Co-Director position should have a more well-defined set of responsibilities, as well as an administrative stipend.**

**Assessment Method:** The program recommended a full-time director in its strategic planning process, and that recommendation has been given for years by the program's external advisory committee. Additional positions or roles in the program are not clear and will depend on the results of the updated organizational structure.

**Results:** Dr. Mick Peterson started January 2017. His appointment is the highest the program has seen in this role, at 70%. The remaining 30% will provide him a faculty line in the Department of Biosystems and Agricultural Engineering.

**Analysis of results and reflection:** This progression has been a long time coming and has been addressed by the new commitment made by administration for a director.

**Ongoing improvement actions:** Ongoing improvement expected.

- 12. The ESM faculty should develop a University Scholars Program in conjunction with the graduate programs in Veterinary Science, Animal and Food Sciences and Plant and Soil Sciences.**

Not yet started.

- 13. The ESM program should promote the tremendous equine reproduction opportunities available to undergraduates at the Gluck Center and for students with an interest in the science of horses, other well-known research programs in Veterinary Science, Animal and Food Sciences, and Plant and Soil Sciences.**

**Assessment Method:** This recommendation should read "member departments" instead of "Veterinary Sciences, Animal and Food Sciences and Plant and Soil Sciences." The departments with which this program collaborates reach beyond VS, AFS and PSS and also may change over time.

**Results:** It is important to promote the research opportunities to undergraduates in all CAFE departments, and work is ongoing in this area.

**Analysis of results and reflection:** Analysis and reflection are impossible at this time.

**Ongoing improvement actions:** Ongoing improvement actions will begin following analysis.