

**PROGRAM REVIEW IMPLEMENTATION PLAN
PROGRESS REPORT
Department of Horticulture
2017 - 2018**

Note - Only those recommendations necessitating action are listed here, also completed recommendations are not listed.

Recommendation #1 – Communication seems to be difficult from a number of standpoints. People feel out of the loop, and non-faculty (staff, students, etc.) want to be part of the conversation, or at least informed. Listservs, regular faculty meetings, social events, and graduate student staff liaisons at faculty meetings could all be helpful. There is a level of camaraderie that exists on the Horticulture Research Farm (HRF) that appears lacking elsewhere in the department. In addition to internal communications, some focus on external marketing and a stronger web presence for the department and sustainable agriculture program and farm is important.

Assessment method: Efforts are continuing to facilitate communication across all departmental lines and the results are recorded by the Chair.

Results: The Chair initiated group biannual meetings with all categories of staff including farm and CSA staff, secretarial and technical staff, and Arboretum staff.

Analysis of results and reflection: These meeting were poorly attended and the majority of staff did not want to continue these meetings.

Ongoing improvement actions: The new Chair is developing a policy of one-on-one meetings as necessary with staff and students.

Recommendation #2 – The department needs to develop a long-term vision and strategic plan that is more specific to its needs and goals. This should be done with meaningful input from staff and students. The focus on sustainability seems broadly accepted, though it was also clear that more definition needs to be put around that concept so the department has some consensus on positions, prioritizing resource needs, and coordinating research and extension effort.

Assessment method: The department is currently in the process of developing a new retreat to identify a new strategic plan. Analysis of the departmental focus on sustainability reveals broad support across the entire department.

Results: The strategic plan document is still under construction but is subject to a new department chairman in 2018.

Analysis of results and reflection: The strategic plan document will be analyzed at

the beginning of 2019.

Ongoing improvement actions: The strategic plan will be subject to a new departmental review in 2019.

Recommendation #7 – This recommendation has been satisfied.

Recommendation #9 – *Leverage existing tobacco settlement funds towards identifying and securing sustainable long-term funding for essential extension related programs.*

Assessment method: The number of programs and amount of funding dependent on tobacco settlement funds will be monitored.

Results: The dependency on tobacco settlement funds has not been reduced this fiscal year.

Analysis of results and reflection: We will continue to emphasize the necessity to minimize our dependency on tobacco settlement funds.

Ongoing improvement actions: We will continue to exploit all possible means to move the programs dependent on tobacco settlement funds into sustainable funding sources. A new initiative to sell wine from the enology program will offset some of the programs dependence on tobacco settlement funds. This program has become active and shows great promise for reducing our dependency on tobacco settlement funds.

Recommendation #10 – *Identify under-utilized office and laboratory space in the Plant Science building and lobby administration to move a significant portion (if not all) of the Horticulture Department to the Plant Science Building.*

Assessment method: The number of Horticulture faculty and staff located in the Plant Science building will be monitored.

Results: We have increased the number of Horticulture faculty housed in the Plant Science Building.

Analysis of results and reflection: We will continue our efforts to move Horticulture personnel to the Plant Science Building.

Ongoing improvement actions: The new Chair will continue to emphasize location of Horticulture faculty in the Plant Science Building.

Recommendation #13 & 14 – *Education Center.*

Assessment method: We created stable funding for the Crop Diversification & Biofuel Research & Education Center (now the Center for Crop Diversification) and continue to

find ways to reduce department extension associate dependency on tobacco settlement funds.

Results: Together with departmental salary savings and higher CAFE administration funding, one extension associate is on funds other than those from the Kentucky Horticulture Council.

Analysis of results and reflection: We will continue to explore methods to move our extension associates off the tobacco settlement funds provided through the Kentucky Horticulture Council.

Ongoing improvement actions: We will consider staff restructuring as a possible means to provide alternative sources of funds for the extension associates in the department.

Recommendation #16 – This recommendation has been satisfied and the department has hired one new faculty position.

Recommendation #17 – *Identify and implement a solution to the declining enrollment in the Horticulture and Plant Science undergraduate program.*

Assessment method: The number of undergraduates enrolled in the Horticulture undergraduate program will be monitored.

Results: The Departments of Plant and Soil Science and Horticulture have agreed to end collaboration in the undergraduate HPLS program. The number of undergraduates as indicated by total enrollment and as entering cohort has decreased from 2015-2016.

Analysis of results and reflection: The development and implementation of new courses in the department, along with the ability to recruit and market the program specifically as Horticulture without Plant and Soil Sciences departmental needs, should allow for enrollment increases going forward.

Ongoing improvement actions: We are planning to continue expanding our course offerings and also plan to remove the PLS prefix from all PLS courses and replace it with HPS to gain more identity for our undergraduate program.

Recommendation #18 - *Identify mechanisms to reward outstanding faculty and staff.*

Assessment method: The number of awards to faculty and staff will be monitored.

Results: One Horticulture staff member received the 2016 outstanding staff award. Additional staff members were nominated for the award in 2017 and 2018. Five awards were received across 3 of our faculty. Dr. Downie received the Indian National Science Academy recognition. Dr. Jacobsen received the CAFE Master Teacher Award. Dr. Dunwell received the 2017 National Regional Award and the 2017 North Central Regional Award from the Association of State Agricultural Experiment Station Directors, as well as the Kentucky Nursery and Landscape Association's Hall of Fame.

Analysis of results and reflection: We will continue to monitor the number of awards received by our faculty and staff and will emphasize the importance of this as a measure of our department's recognition within the college.

Ongoing improvement actions: We will continue our existing improvement actions.