

**PROGRAM REVIEW IMPLEMENTATION PLAN
PROGRESS REPORT
Animal and Food Sciences
2016-2017**

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 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 continue offering 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. However, the chair has recently initiated conversations with the faculty about the potential for developing an online Master's degree program.*

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

Assessment method: During 2016 performance evaluations, faculty confirmed DOE and clearly documented activities, accomplishments, and impact in their review materials.

Results: The 2016 performance evaluation process involved all faculty. Faculty were reminded by the Chair to clearly document their activities and accomplishments in their CV, and reminded the evaluation committees to emphasize these accomplishments during performance evaluations. Based on the high scores received by faculty during the review, faculty were successful in documenting their efforts and received adequate credit at both the department and college levels.

Analysis of results and reflection: In the past, some faculty members did not feel they were rewarded during performance reviews for the efforts they put forward. However, as the college has refined guidelines for calculating DOE and the department has made greater efforts in highlighting and emphasizing the Administrative Regulations, college and departmental policies and guidelines (especially the departmental Evidences of Activity), faculty in general feel we have made good strides in this area and they have been properly rewarded for their 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 2017, the department faculty were PI's on \$2,456,874 in grants that involved collaboration with other departments or other universities. In addition, department faculty were co-PI's on \$1,278,660 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, 76% of the funding for FY 2017 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 department's facilities.

Results: Several improvements were made to facilities that support the teaching, research and outreach missions of the department over the past year. At the Equine Unit, a new isolation paddock was added and a recent philanthropic gift has enabled the department to begin developing and finalizing plans for a classroom facility (equipped with bathroom facilities) that will be constructed on the front of the current Teaching Pavilion at the Horse Unit. At the Dairy Unit, the upper free-stall barn was remodeled and updated, a feed bunk was completed for dry cow feeding, and several existing buildings were painted. A new roof was put on the manager's house at the LRC Beef Unit, and at the UKREC Beef Unit a new facility is being constructed to house 20 new Calan gates to expand the research capabilities at that unit. New gutters were installed at the LRC Sheep Unit. New keypad-entry door locks were placed in the Garrigus Animal Lab and Meats Lab to enhance security of these facilities. Repairs have been completed on the freezers/coolers in Garrigus, allowing these units to be fully transferred to Physical Plant Division for their oversight and maintenance.

Analysis of results and reflection: Progress continues to be made in upgrading farm facilities and completing maintenance projects that have gone uncompleted for several years. However, as the animal units continue to age, significant investments will need to be made to keep these units operational and functional. Laboratory space in Garrigus used to support research continues to age, and significant investments are needed in these spaces to get them updated. In addition, 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: The University continues to place additional accountability measures on the department that increase demands on the faculty and the department's Business Office to demonstrate compliance. An Associate Chair position was recently added to assist with day-to-day operations of the Business Office, with the goal of streamlining processes to reduce faculty load. The current business and faculty support functions of the department were recently redistributed amongst the department's Business Office and Staff Support personnel to better meet demands and provide better faculty and staff support.

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. Regardless, we must demonstrate our commitment to financial accountability.

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: Two new faculty were recently hired (one in the Food Science area and one in the Dairy area) with expertise that will encourage more cross-species and cross-discipline interaction and collaboration. In particular, the individual hired in the Dairy faculty position has expertise in animal behavior, which will enhance collaborations in research amongst our various species, and will allow new animal behavior courses to be developed for our graduate students. Additionally, the department continues to review and adjust its undergraduate and graduate curricula to ensure a good blend of species-specific and more discipline-focused courses are offered. Further, the department's research faculty continue to integrate several different disciplines into their research programs. As an example, the Dairy group has developed a precision dairy research program that integrates animal behavior, husbandry, engineering, economics, modelling, and nutrition into projects.

Analysis of results and reflection: In recent years, the department has been more intentional about implementing a discipline approach for many of our research and teaching 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 and budgeting largely remained as it had been in the past. However, the Provost has made additional dollars available to colleges with programs that excel in a variety of metrics (such as increased enrollment, increased retention, increased graduation rates, etc.). The department continues efforts to improve its metrics to take advantage of these new resources. For example, growth in the Animal Sciences and Equine Science and Management undergraduate programs (two programs solely or largely taught by the department's faculty and staff), the Provost is providing funding for two new Lecturer lines to help with increased teaching needs.

Analysis of results and reflection: As the Provost identifies new funding opportunities, the department will continue to make improvements and adjustments to take advantage of the new funds. However, it is clear that both state and federal funds are declining while student numbers are increasing and faculty FTE's are decreasing. In addition, classroom space is limited for larger classes and faculty time dedicated to teaching has increased. All of these create funding challenges that the department will continue to address.

Ongoing improvement actions: To be determined, as new funding resources become available.

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: Despite the addition of two Lecturer faculty lines in 2016, the number of FTEs providing instruction has remained stagnant despite increases in student numbers. Over the five-year period from FY11/12 to FY16/17, FTEs for instruction are unchanged at 7.9, while those for research and extension declined from 15.3 to 12.3 and 12.8 to 11.8, 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 490 to 726. These data show that FTEs have been redirected away from research and extension towards instruction to cover increasing teaching needs.

Analysis of results and reflection: Due to budget cuts and retirements, our total faculty numbers decreased by two over the five-year period in the midst of increasing student numbers. In order to help with the increased teaching demand, two new faculty in the Lecturer Title Series were hired in 2016. Despite these hires, the number of teaching FTEs remained flat, and the FTEs for research and extension declined.

Ongoing improvement actions: The department will continue to explore ways to meet its teaching demands without sacrificing faculty effort focused on research and extension. Discussions are underway with the Office of Philanthropy and Alumni to begin working towards funding for endowed faculty positions to increase faculty numbers.

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 typically provides \$20-\$25K funding for judging teams (livestock, dairy, and meats). 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. Additionally, other fund-raising efforts generated approximately \$10K to support the

Collegiate Livestock Judging Team. To develop some long-term continuity between the Collegiate Livestock Judging Program and alumni/donors, the department's Extension Associate for Youth Livestock Programs now oversees the program and supervises the graduate student coach of the team.

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 Chair, the Extension Associate for Youth Livestock Programs, and the graduate student coach of the Collegiate Livestock Judging Team have been meeting with and contacting potential donors to establish relationships and secure annual funding for the program. These efforts have increased gifts and raised awareness of the judging program needs.

Ongoing improvement actions: New revenue streams will be necessary to increase investment in judging teams. The Chair and the Extension Associate for Youth Livestock Programs have begun an effort with the Office of Philanthropy and Alumni to begin fund-raising for an endowment to fully support the annual operating needs of the judging teams.