

PROGRAM REVIEW IMPLEMENTATION PLAN
PROGRESS REPORT
Animal and Food Sciences
October, 2015

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 with commodity groups and stakeholders occurred through a variety of methods, including: [1] departmental representatives (chair or faculty members) that sit on the various Farm Bureau Advisory Committees and commodity organization boards; [2] the UK Dairy Research Showcase sponsored by the department's dairy group was held and members of the KY Dairy Development Council, dairy agribusinesses, and dairy producers were invited to attend; [3] the biennial Beef Bash at the Research and Education Center in Princeton was held and KY Cattlemen's Association, beef agribusinesses, and beef producers were invited to attend; [4] members of the department's Beef Extension Group directly partner with KY Cattleman's Association on the Kentucky Beef Network; and [5] 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 communicate with stakeholders and commodity groups through the existing advisory committees or commodity boards. This allows for one-on-one interaction with the groups. 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 2015 performance evaluations, faculty will confirm DOE and clearly document activities, accomplishments, and impact.

Results: The 2015 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 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 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 2015, the department faculty were PI's on \$2,825,088 in grants that involved collaboration with other departments or other universities. In addition, department faculty were co-PI's on \$746,471 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, 72% of the funding for FY 2015 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 Dining Services. Additionally, department faculty have many collaborative agreement/arrangements with industry groups that have 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 2015, classroom and teaching improvements include classroom B52 in Garrigus, which was completely renovated by UK; lab 104 in Garrigus, which was equipped with a new sitting-height bench; and room 901 in Garrigus, which is currently being equipped with complete computer/flat screen capabilities, LCD projector capabilities, and white boards. Facility improvements in 2015 include a new

feed center at the LRC, new silage unloader and fencing at WKREC Beef Unit, new gutters at LRC Sheep Unit, new windows in LRC Beef Unit manager's residence, replacement of HVAC unit at Coldstream Poultry Unit, replacement of walk-in freezer at LRC Beef Unit, and a new Dairy Housing, Teaching, and Research Facility is currently under construction. Equipment upgrades in 2015 include a new manure dump wagon at the Coldstream Dairy, a new scale at the Coldstream Poultry Unit, a new ultrasound at the LRC Swine Unit, a new ultra-cold freezer for the Garrigus 8th floor lab, and a new solvent extractor for the Garrigus 6th floor lab. Also, a review of all office, lab, storage, and research space in Garrigus is currently underway to determine how to most efficiently utilize space. Finally, discussions with Physical Plant are currently underway to determine how to best maintain all of the walk-in freezers/coolers in Garrigus.

Analysis of results and reflection: Significant progress has been made in upgrading classrooms in Garrigus Building. Some of the urgent farm facility and equipment needs have been met and new construction projects are underway. LRC animal units are approximately 15 years old and infrastructure needs are being identified. Significant investment is needed to repair and maintain walk-in freezers/coolers in Garrigus. 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. The chair has actively discussed and been opposed to any new proposals that increased faculty paperwork, but had no 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 new budget model has not yet been finalized, there are no results to report.

Analysis of results and reflection: With no data to analyze, it is premature to predict whether or not program expansion or program reductions are valid considerations. 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: Over the five-year period of FY 09-10 to 14-15, FTE has changed from 10.0 to 8.5, 15.9 to 12.6, and 13.1 to 11.5 in teaching, research and Extension, respectively. The total number of faculty decreased from 38 to 34. 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 by 61% from approximately 387 to 625.

Analysis of results and reflection: Due to budget cuts and retirements, our total faculty numbers decreased by 4 over the five-year period in the midst of increasing student numbers. In order to accommodate the teaching demand, more faculty had to be shifted to teaching efforts. Thus, we lost about 3.3 FTE in research, 1.6 FTE in Extension, while also experiencing 1.6 FTE decrease in teaching. We have retained one or two faculty in post-retirement positions to help cover teaching responsibilities. Faculty are concerned about the loss of both research and Extension efforts that may result in departmental inability to serve stakeholders or to maintain publication and grant productivity. Instructional efforts are currently being reinforced by the recruitment of a Lecturer position in ESMA, and two additional Lecturer positions (one each in ANSC and ESMA) may be forthcoming as well.

Ongoing improvement actions: The department must continually seek opportunities to hire new faculty that can contribute to teaching and the other missions.

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 Officer to investigate fundraising opportunities to increase endowments and to increase contributions for operating expenses. A portion of the sales of the Spicy Fat Cat (a new branded sausage product which is sold at Rupp Arena and Commonwealth Stadium) goes to the support of the judging program.