

## College of Agriculture, Food and Environment Work-Life Goals and Progress 2015-2017

Beginning in 2015, the university conducted a [UK@work Survey](#) initiative designed to give useful information on many measures of job satisfaction at UK, and approximately 30% of CAFE faculty and staff completed the survey. Units with at least ten individuals responding to the survey received unit-specific results, and the college also received roll-up results showing averages across all responses. In general, average scores of job satisfaction were higher for our college than the overall “Provost Units” average, and were higher for staff than for faculty. The college results were positive in many ways and encourage us to continue existing policies and initiatives that drove these results. However, as staff and faculty job satisfaction are critical to the college’s success in an increasingly competitive employment market, we chose to use these valuable survey results to inform college planning and development of new initiatives.

The CAFE administrative team, along with chairs and unit directors, chose a few of the survey response items to work on and created action plans at college and unit levels. Since 2015, unit leaders have been working on at least one goal and the college administration has been working on four goals identified as important to the staff and faculty. The valuable employee feedback has led to the development of many initiatives specifically designed to improve the job satisfaction of CAFE staff and faculty, such as increased internal communication, facilities enhancements, staff and faculty professional development, realignment of staff positions, and new faculty hires. The full [reports associated with progress](#) on these departmental and college goals have been published on the college website quarterly.

The university will repeat the UK@Work survey in September 2017, using the same questions as in 2015. The result will be two comparable data sets that will allow us to determine our success in addressing work-life concerns since the first survey, based on the past and current opinions of staff and faculty.

This report details the four specific goals that the college has been working on, as well as the 2015 scores, our 2015 action plans for improvement, and progress to date on each of the goals.

## Goal 1

### Item 47: Improve physical working conditions (e.g., ventilation, temperature, space to work) in CAFE

CAFE 2015 UK@Work Survey Results:				
Overall, the physical working conditions at my location are satisfactory (e.g., ventilation, temperature, space to work) in CAFE.	Provost Overall n=2,795 60%	CAFE Overall n=694 69%	Faculty n=103 39%	Staff n=591 75%

#### Metrics Chosen

- Cooper House renovation/expansion project
- Broadband initiative for all outlying stations
- Inclusion in the campus plan for facility infrastructure improvement
- Grain and Forage Center for Excellence at Princeton
- New natural resources and environmental sciences building to replace aging/substandard facilities

#### Assessment Method/Tools

Quarterly progress reports on these projects

#### Target

Consistent demonstration of incremental progress on these projects to our faculty, staff, students, and stakeholders.

#### Actions and Resources Applied

We developed strategic teams to work on these projects, engage in active fundraising, and identify facility improvements for CAFE buildings.

#### Progress between April 2016 and July 2017

- The Precinct Level Master Plan for the College of Agriculture, Food and Environment was finalized in Fall 2016. The Master Plan was an excellent study of existing facility needs in the college. The study identified many deficiencies among CAFE facilities, and is a valuable resource for identifying funding needs.
- The Thomas Poe Cooper House renovation and expansion project on the corner of Nicholasville Road and Cooper Drive was restarted after being temporarily stalled during Master Plan development.
- The Grain and Forage Center of Excellence in Princeton was approved for funding, has reached the end of design development, and fundraising has begun for the \$15 million match.
- Fund balances were used for the Good Barn and greenhouse projects to update the HVAC systems. In addition, more funds have been allocated to the Research Farms for much needed infrastructure work.
- The Equine Teaching Pavilion classroom addition on the Equine Campus at the North Farm will complete design development in September.
- The Center for Student Success renovation in has been completed and several personnel have moved into the newly renovated space in the Agricultural Information Center (AIC). In addition, renovations in room N6 of Ag North were completed in order to enhance the welcome for prospective students and their families. While future plans for prospective student welcome centers are in the conceptual stage, we continue to strive to make this experience as positive as possible for such students and their families.
- A new "TEAL-lite" classroom and renovated Seay Auditorium classroom were completed and became available at the start of the 2017 fall semester.

- Broadband and cell service is now available in Robinson Forest as the result of a collaboration with Appalachian Wireless to build a new cell tower on the property. Robinson Forest is currently getting cell phone and internet service through temporary equipment affixed to the fire tower and the permanent cell tower is under construction. The cell tower addition at Robinson Forest will markedly improve the ability to conduct education programs and improve the research infrastructure.
- The project to provide faster internet to the 4-H Camp and Leadership Center at Jabez is progressing. Funds have been appropriated for internet at Lake Cumberland 4-H Camp and work has been started. Pool lifts were installed at all 4-H camps to accommodate impaired youth.

## Goal 2

### Item 49: Ensure sufficient staffing in departments to handle workloads

CAFE 2015 UK@Work Survey Results:				
There is usually sufficient staffing in my department to handle the workload.	Provost Overall n=2,795 55%	CAFE Overall n=694 72%	Faculty n=103 46%	Staff n=591 77%

#### Metrics Chosen

Qualitative metrics with improvement indicated through progress on improvement actions.

#### Assessment Method/Tools

Quarterly progress reports on these new initiatives and a survey of departments in 12-18 months.

#### Target

Be able to show an improvement in staff support provided to college units, including but not limited to the impact of new faculty hires on excessive teaching and extension loads on faculty.

#### Actions and Resources Applied

- CAFE Business Center increased efforts to provide more analytical support to the CAFE units
- Facilities Management increased staffing of mechanics and farm technicians to support research
- Creation of a project manager/superintendent for trades/farm research support
- Faculty searches strengthened by competitive salaries/start-up packages for new faculty hires and discussion about implementation of administrative faculty vacancy reviews
- Office of Philanthropy and Alumni staffing initiative
- Cooperative Extension administrative restructuring & staffing
- Cooperative Extension HR support expansion
- Academic Coordinators - college goal of one per undergraduate academic program

#### Progress between April 2016 and July 2017

- CAFE added Academic Coordinators (ACs) in two undergraduate programs (Family Sciences and Pre-veterinary Medicine) and replaced an AC vacancy in the Community and Leadership Development program. With these new hires and the extension of a part-time role for a current AC into the Sustainable Agriculture program, CAFE has now covered essentially every undergraduate program with the AC services they deem essential. At this writing, our fall-to-fall retention of freshman students stands at a record high; we believe that close collaboration between academic coordinators and the Center for Student Success is responsible.
- The Cooperative Extension Review is nearing completion and promises to provide valuable information to benefit the multitude of programs and employees engaged in the extension mission of the college. The five Cooperative Extension Review subcommittees presented their draft recommendations to the Dean and nine listening sessions to present the recommendations to internal and external stakeholders were scheduled—once finalized they will be presented to the Provost. The Cooperative Extension Review will be shared with agents by extension district in September.
- A senior director of philanthropy was hired for the newly-created position and started in September 2016. The college has also hired the new director for equine development.

- Positions of regional fiscal compliance officers have been defined as part of the new financial oversight for Cooperative Extension, and the Cooperative Extension director of financial operations continues to build a financial team. Financial officers will be hired to provide more support for county Extension offices, and a position is being created for a director of extension development as well. Additionally, as a commitment to ensuring extension support staff have the tools and information to support county agents, Chi Epsilon Sigma, the Extension professional society for extension staff, developed a subcommittee to focus on what training opportunities are needed and available for support staff.
- The Agricultural Experiment Station has added a new Assistant Director.
- A leadership annual giving staff member has been hired to help with building the number of alumni and friends giving to the college.
- The largest budget cuts to any college at the university included a large cut to CAFE's Facilities Management unit and resulted in the elimination of four positions. Despite this budget cut, a mechanic has been added to the staff and at least one position for a farm technician was filled.
- A restructured Farm Services unit was formed and added a new project manager/superintendent. Dr. Orlando Chambers, director of KTRDC, now has an administrative appointment in the Experiment Station that includes oversight of farm/research facilities.
- CAFE hired 39 faculty new members between July 2015 and July 2017.
- The CAFE Faculty Council, in conjunction with the Dean's Office, offered eight faculty Lunch and Learn sessions. These were well attended and covered such topics as "building a teaching portfolio" and "becoming involved in international initiatives." Post-event surveys indicate that the participants found the sessions beneficial.
- The college will utilize results from the upcoming 2017 UK@Work survey to assess employee satisfaction with current staffing levels.

## Goal 3

### Item 18: I have the equipment/resources I need to do my work effectively.

CAFE 2015 UK@Work Survey Results:				
I have the equipment/resources I need to do my work effectively.	Provost Overall n=2,795 74%	CAFE Overall n=694 83%	Faculty n=103 64%	Staff n=591 86%

#### Metrics Chosen

Gift/endowment and grant/contract funding trends

#### Assessment Method/Tools

Measurement of OSPA grant and contract data and SAP gift and endowment data

#### Target

Show an increase in external funding through gifts and endowments, an increase in grant and contract funding, and an increase in support to new faculty members.

#### Actions and Resources Applied

- Targeted efforts by the CAFE Office of Research and Office of Philanthropy and Alumni to increase funding over time
- In conjunction with the CAFE Faculty Council, offer two new faculty workshops (in addition to the two already being offered) and survey participants
- Show progress in an initiative to realign federal formula funding (Hatch and Multi-State funding) to the 14 academic departments and encourage more faculty to participate in Hatch/Multi-State projects
- Re-write CV and teaching portfolio guidelines for faculty performance reviews and solicit comments
- Make maximum possible start-up funds available to new faculty.

#### Progress between April 2016 and July 2017

- The Office of Philanthropy and Alumni secured \$26,937,683 in fiscal year 2017 commitments, a 301% increase over our 2016 commitments of \$6,723,309. The increase in donor funds has allowed the senior director of philanthropy to begin strategically looking at where we can utilize donor funds to make the greatest impact on faculty and staff job satisfaction. There are many opportunities to utilize these funds to support initiatives that will improve the student experience, which then impacts faculty and staff positively as well. We are currently building a process for utilizing a portion of the annual fund to support small faculty and staff projects that are not funded by other means. This will allow faculty and staff to achieve individual goals, and serve to empower innovation.
- Grant and contract totals in the college are on an upward trend, with increasing growth each year. Fiscal year 2016-2017 extramural grants and contracts exceeded \$58,301,000. This represents a \$19,048,000 increase over the previous fiscal year. Fiscal year 2015-2016 grants and contracts increased \$2,862,755 or almost 8% over the previous year, for a total of \$39,253,145.
- The Research Office and the CAFE Budget Office have developed a strategy to equitably redistribute federal capacity funds to faculty based on research projects, faculty research DOEs, and other metrics to ensure federal compliance. The Research Office and Budget Office have met with the CAFE Dean to analyze anticipated results of the reallocations based on compliance and performance measures.

- The second phase of the grant writing workshop with the University of Tennessee was initiated. Multiple nationally competitive proposals are under development as a result of the grant writing workshop.
- The college has re-developed the guidelines for curriculum vitae and teaching portfolios, and has posted the guidelines for faculty use. Faculty members have commented that they find the new guidelines for CVs and TPs helpful and the deans indicated the new guidelines were helpful in the faculty performance review process. Additionally, the college is working towards using Digital Measures for future generation of CVs.
- Start-up funds are being maximized via the vice president for research's F&A appropriations, college funds, and departmental funds. No faculty candidates have turned down a position due to lack of start-up resources.
- The New Faculty Lunch and Learn sessions sponsored by the Dean's Office and the CAFE Faculty Council have been highly successful, with an average of 12 new faculty members in attendance at each one. Eight monthly New Faculty Lunch and Learn sessions have been hosted since September 2016. Post-workshop survey results showed that participants found the workshops to be very beneficial. The Faculty Council plans to continue these workshops and incorporate the participant's suggestions.

## Goal 4 (in consultation with provost)

### Item 28: I feel a sense of community at UK.

CAFE 2015 UK@Work Survey Results:				
I feel a sense of community at UK.	Provost Overall n=2,795 70%	CAFE Overall n=694 74%	Faculty n=103 67%	Staff n=591 76%

#### Metrics Chosen

We will work towards a higher score on the next survey

#### Assessment Method/Tools

Comparison of survey scores between 2015 and 2017

#### Target

The goal is an increase in the CAFE overall score up to 76 and for the faculty score to increase to 69.

#### Actions and Resources Applied

The deans are doing more outreach and activities with faculty and staff with a focus on college community development, inclusion, and diversity.

- Dean Cox provided additional funding to allow more staff members the opportunity to attend the UK College Business Management Institute (CBMI).
- Dean Cox attended an annual Chi Epsilon Cooperative Extension meeting in Paintsville, KY, where she interacted with Extension staff. This is the first time in recent memory that the college dean has attended this county staff conference.
- Dean Cox and CAFE Associate Deans met with StaffLinks representatives; Dean Cox has encouraged StaffLINKS (the college's staff council) representatives to foster greater engagement with CAFE administration.
- Dean Cox initiated Intercultural Awareness Day in fall of 2015 and sponsored the creation of diversity murals located in four CAFE buildings.
- Associate Dean Workman solicited the opinions of staff through StaffLINKS concerning the TP Cooper House project and the Ag campus master plan, and implemented signage changes following the staff suggestions.
- Associate Dean Grabau was a co-leader in a new teaching portfolio workshop aimed at instructional faculty members.
- Associate Dean Henning was a co-leader in a new CV workshop aimed at Extension title faculty members.
- Associate Dean Henning has spearheaded an initiative to define and codify faculty extension publications and other activities and output.
- Dean Cox hosted a holiday reception for all CAFE staff and faculty in December 2015 and 2016.

#### Progress between April 2016 and July 2017

- The college has developed and implemented a new slogan, "It starts with us," that reflects our values of collaboration and inclusiveness, and shows the connections the college has to the people in the Commonwealth.
- Unconscious Bias training sessions continue for all faculty and staff. 85% (1,604 individuals) of the CAFE employees have participated. 71% of the faculty, 72% of the on-campus staff, and

98% of the extension staff have received unconscious bias training, some including faculty search process-specific training. We are seeing good participation in unconscious bias training across the college as a result of efforts of the assistant director of faculty resources to communicate with all departments about the many opportunities to participate in the training.

- The college began publishing a weekly digest and a monthly newsletter to communicate with faculty and staff about events and college news. We are seeing a consistent stream of content submission for the weekly digest, indicating it is well received. This has allowed for efficient and consistent communication to ensure that faculty and staff remain informed of college events and news.
- For the 2016 Round-Up, the college had a record attendance of 3,300 people attending 21 events over four days. Both Staff Appreciation Day and Saturday's Roundup Pep Rally saw 10-year highs in attendance (750 for staff, 900 for Roundup).
- The four new murals indicating diversity and intercultural awareness in the college have been well received. These have been featured in the Kentucky Kernel as well as the college's magazine.
- The second annual Intercultural Awareness Day was held in October 2016 and included recognition of 25 people in the college who work to empower women and inclusivity. Five of the 25 nominees were selected for a Women's Empowerment Award and guest speaker and consultant Cathy Bristow held two sessions with staff and faculty aimed at empowering women.
- To better communicate their services to staff, StaffLinks changed its name to CAFE Staff Council. This council, in collaboration with the College Business Center, offered two information sessions for staff. One session was offered in fall 2016 concerning FLSA policy, and another in spring 2017 concerning the UK parking policy.
- Associate Dean Workman's south campus signage project is complete and has been well received by staff and visitors. The wayfinding project for AgN is making slow but steady progress.