

Equine Science and Management Program 2015-2016 Implementation Plan Report

Background: UK Ag Equine Programs (EP) completed a program review, which was largely focused on the Equine Science and Management (ESMA) undergrad degree program, in September 2014. 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 as a whole.)

Assessment Method: There has been a lot of discussion by the EP Council and college administration about where to place EP. It is a multidisciplinary program and uniquely 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 overview.

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 will be implemented when EP’s new director begins 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. However, beyond that, no further action was undertaken in 2016.

Analysis of results and reflection: It is anticipated that with the placement of a new director in 2017, more progress might be made in this area, if the leadership determines it's necessary. Dr. Stowe stepped down as director in April 2016, and the current DUS, Dr. Bob Coleman, was on a semester-long sabbatical in the fall of 2016, so little movement has been made on this recommendation this year.

Ongoing improvement actions: Ongoing.

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

This recommendation has not yet been addressed. A revised organizational chart will be developed after Recommendations 1 and 2 are resolved.

4. An ESM program strategic plan should be developed with long-term goals and measureable 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.

Results: Recurring funding was made available by the dean for two full-time lecturer positions, which will help address shortages in teaching and advising capacity. In 2016, two lecturers were hired. One, Dr. Jackie Wahrmund, started in May 2016 and will teach classes in ANSC and ESMA jointly. The other, Dr. Camie Heliski, started in August 2016 and will teach in ESMA.

Additionally, a five-year strategic plan was completed in the spring of 2016 for EP as a whole.

Analysis of results and reflection: While 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 is in the process of being implemented and two lecturers came aboard

to help address the highlighted gaps in teaching resources for the ESMA program. As leadership changes, it is anticipated that further action will continue in 2017.

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 in May 2015. Materials from these sessions haven't been widely synthesized or implemented yet. Once materials from these sessions are synthesized, courses where these skills are currently being exercised can be identified and shortages addressed.

Results: In progress.

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

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

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

Assessment Method: The ESMA teaching faculty, led by Dr. Bob Coleman, began a curriculum mapping exercise in May 2015. Once materials from these sessions are synthesized, courses where these skills are currently being exercised can be identified and shortages addressed.

Results: In progress.

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. That assessment will be ongoing.

Results: Recurring funding has been made available by the dean for two full-time lecturer positions, which will help address shortages in teaching and advising capacity. Both of those lecturers are now here and teaching.

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

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 joint ESMA/ANSC committee was appointed to begin reviewing teaching-related needs in the ESMA degree program. These physical constraints are becoming better understood through this process.

Results: In progress.

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. Once materials from these sessions are synthesized, courses where these skills are currently being exercised can be identified and shortages addressed.

Results: In progress.

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

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

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. The co-director position has not yet been well-defined, but will be addressed.

Results: The recommendation made by the program review, in the strategic plan and by the external advisory committee was embraced (and has been known) by the college administration. A new director, Dr. Mick Peterson, will be starting in 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 dependent on funding and other resources. The necessity of a full or near full-time director has been known by the college administration, program leadership and various advisory committees since the program's inception. When a program grows as quickly as this one has, and when so many needs are vying for funding and other resources, it is logical that this role was one that had to take a second seat to the immediate teaching needs. That is being addressed now 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 Sciences, 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 Sciences, 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.