

PROGRAM REVIEW IMPLEMENTATION PLAN
PROGRESS REPORT
Animal and Food Sciences
October, 2014

1. Enhance and increase regular communication with commodity groups and stakeholders.

Assessment method: Departmental commodity coordinators will individually evaluate the best ways to communicate with their commodity groups.

Results: Each commodity group already had a Farm Bureau Advisory Committee and a commodity organization board with a departmental representative (chair or faculty member) that sits on the committee or board. Thus the communication with each commodity group is best served by reporting through those groups. In addition, the Dairy Program held a UK Dairy Research Showcase, inviting members of the dairy commodity group to presentations by students. All commodity groups, KY Farm Bureau, and KY Department of Agriculture were invited by the college to an Animal and Food Sciences Forum to discuss the search for a new department chair and provide input. The Kentucky Beef Network is an example of a direct partnership between UK and the KY Cattleman's Association.

Analysis of results and reflection: Since each commodity group represented has interests and issues that are unique to their group, the department decided that the existing advisory committees or commodity organizations are logical venues to discuss departmental challenges and programs. This has been an effective way to give annual updates.

Ongoing improvement actions: The department will continue to communicate with stakeholders and commodity groups through the existing advisory committees or commodity board. This allows for one-on-one interaction with the groups. Some departmental commodity groups might discuss additional options similar to the Dairy Research Showcase to update groups on research 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 2014 performance evaluations, faculty will confirm DOE and clearly document activities, accomplishments, and impact.

Results: The 2014 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: Clearly 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 use those guidelines when they turn in their DOE. The department will make greater efforts in referring to the Evidences of Activity for the department, 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 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 2014, the department faculty were PI's on \$3,360,088 in grants that involved collaboration with other departments or other universities. In addition, department faculty were co-PI's on \$949,799 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, 83% of the funding 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.

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 2013-2014, Lab N-11 Ag North was completely renovated to make a modern anatomy lab with stainless steel, portable tables and complete computer/flat screen capabilities. In 2013, the Garrigus 109 classroom was completely renovated by UK. Teaching Labs 104, 105, and 106 were upgraded to electronic classrooms in 2013, along with new lab stools and furniture in 105, using CAFE and departmental funding. A new sitting-height lab bench is slated for installation in 104 when funds are available in the college. In 2014, classroom 108 was completely renovated by UK. Also in 2014, a new Mosdal feeding system was purchased for the Swine Unit, the HVAC system in the Intensive Research Building at the Beef Unit was upgraded, a new mixer wagon was purchased for the Dairy Unit, new trucks for Swine and Horse Units were purchased, and a new ultracentrifuge was purchased through CAFE funds. A new feed mill is under construction at the Little Research Center (LRC) in Woodford County, KY with a projected completion date in March, 2015. Bids are to go out in October for a new Compost Bedded Pack Barn at the Dairy.

Analysis of results and reflection: Significant progress has been made in upgrading classrooms in Garrigus Building. All the classrooms have now been improved and the anatomy lab (N-11) is heavily used. Some of the urgent farm facility and equipment needs have been met and new construction projects are underway. LRC facilities are approaching 15 years since construction and infrastructure needs are being identified.

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: Over the past 10 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.

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.

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: The position description for an Animal Science faculty position recently did not include a specific species emphasis, leaving open the opportunity to recruit the best scientist in the field. The individual that has been hired is a non-ruminant nutritionist who works across two species. A Food Scientist position in food processing has also followed the disciplinary emphasis, with the possibility of working with fruits and vegetables, as well as meat products. This summer the department started the process of undergraduate curriculum review and the faculty involved have looked specifically at 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: The department has been more intentional about considering a discipline approach to many of our programs since the 2011 retreat, where consensus was reached on the need to emphasize multidisciplinary approaches, while meeting the needs of 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 tend 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 08-09 to 13-14, FTE has changed from 9.8 to 8.6, 16.7 to 13.5, and 13.5 to 11.9 in teaching, research and Extension, respectively. The total number of faculty decreased from 40 to 34. Undergraduate student numbers over the same time period have increased by 75% from approximately 339 to 595.

Analysis of results and reflection: Due to budget cuts and retirements, our total faculty numbers decreased by 6 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 3.2 FTE in research, 1.6 FTE in Extension, while only experiencing 1.2 FTE decrease in teaching. We have retained one or two faculty in post-retirement positions to help cover teaching responsibilities. The 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. There appears to be no logical way to adjust for the changes without new faculty or instructors/lecturers.

Ongoing improvement actions: The department must continually seek opportunities to hire new faculty that can contribute to teaching and the other missions or consider new models for teaching lower-level courses, e.g. hiring part-time instructors.

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: Two endowments totaling \$25,820 currently provide 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 program, budget constraints prevent an investment beyond the current level.

Ongoing improvement actions: New revenue streams would be necessary to increase investment in judging teams. Once a new Extension Associate for Youth Livestock Programs is hired, one of their responsibilities will be to work with the CAFE Development Officer and investigate fundraising opportunities to increase endowments. A portion of the sales of a new branded sausage product (to be sold at Rupp Arena) will go to the support of the judging program.