Animal and Food Sciences Strategic Plan 2009-2014

AFS Strategic Plan Implementation Project 2009-2014

Annual Review of Progress

Unit Mission

The mission of the Department of Animal and Food Sciences is to:

• develop, improve, and promote sustainable animal production systems;
• improve the health and well-being of animals in food and non-food production systems;
• enhance the quality, utilization and safety of food products;
• facilitate life-long learning through:
  - creative research and discovery,
  - challenging and encompassing education,
  - effective engagement and technology transfer.

WHO WE ARE

The Department of Animal and Food Sciences addresses the major issues faced by animal agriculture today – production efficiency, sustainability, animal welfare, environmental stewardship, food safety, and food quality – through our programs in research, instruction and extension. These issues represent challenges and areas for science-based discussions with clientele and consumers. We are involved in multidisciplinary research programs that advance our knowledge of animal biology and production systems and their relationship to the environment, as well as processing, preservation, and improvement of human foods. Our instructional programs focus on the application of science and technology to animal and food production. Our extension programs advance sustainable agricultural and food systems and assist our youth to develop character traits needed to be successful citizens.

Unit Objective

AFS Objective 1 Prepare Students for Leadership in an Innovation-Driven Economy and Global Society

Related Goals/Metrics

AFS Metric 1 - 1: Increase the first-to-second year retention rate of full-time, degree-seeking students in the program to over 65% by 2014.
AFS Metric 1 - 2: Increase scholarship funding awarded to students within the department by 10% by 2014.
AFS Metric 1 - 3: Increase the percentage of full-time students graduating within a 6 year period from time of first enrollment by 2014.
AFS Metric 1 - 4: Establish a working database of graduates; actively monitor career paths by 2014.

ASC Goal 1 Prepare Students for Leadership

UK Goal 1. Prepare Students for Leading Roles in an Innovation-driven Economy and Global Society.

Related Mission Area

Education

Strategies

Provide the best possible learning environment for students with dedicated faculty, instructors, advisors and staff.
Implement current and new technology in the classroom, including the development of virtual classrooms.
Foster student participation and growth through personal and professional development opportunities beyond the classroom.
Use the experience of incoming students, career paths of recent graduates, and feedback from graduates’ employers to help drive curriculum changes.
Expand faculty involvement in and financial support of Departmental scholarship and recruitment programs.
Increase expertise and recognition of faculty for academic and extracurricular advising.

Assessment Method
1. Using UK Office of Institutional Research, Planning & Effectiveness annual data for first-to-second year program retention rates will be tracked beginning with 2006 cohort to determine if it exceeds 65%. 2. College of Agriculture data on scholarship funding for Animal and Food Sciences will be tracked to determine if an increase of 10% is reached by 2014. 3. Using UK Office of Institutional Research, Planning & Effectiveness annual data on students graduating within a 6 year period will be tracked beginning with 2000 cohort (22.4%) to see if an increase is released by 2014. 4. As part of the assessment of learning outcomes a working database of graduates will be developed to determine career paths.

<table>
<thead>
<tr>
<th>Actual Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Tables</td>
</tr>
</tbody>
</table>
Descriptive Results

Year 1

1. Retention for first-to-second year Animal Sciences student retention for 2007-2008 was 66.7% compared to baseline retention data for 2006-2007 which was 53.8%.

2. In the baseline 2009-2010 academic year, $86,500 in scholarships were awarded to Animal and Food Sciences majors.

3. The data for students graduating in the 6 year period for the 2001 cohort was 33.7%. Baseline data for the 2000 cohort was 22.4%.

4. Data collection has begun in the 2009-2010 academic year through the capstone course along with assessment activities.

Year 2

1. First-to-second year Animal Sciences student retention for 2008-2009 was 63.2% compared to 2007-2008 retention which was 66.7%.

2. In 2010-2011, $81,800 in total scholarships were awarded to Animal and Food Sciences majors compared to $86,500 in total scholarships awarded to Animal and Food Sciences majors in the 2009-2010 academic year.

3. The data for students graduating in the 6 year period for the 2002 cohort was 34.1% compared to 33.7% for the 2001 cohort.

4. Data collection began in the 2009-2010 academic year through the capstone course along with assessment activities. This has continued in 2010-2011.

Year 3

1. First-to-second year Animal Sciences student retention for 2009-2010 was 62.5% compared to retention for 2008-2009 which was 63.2%.

2. In 2011-2012, $65,750 in total scholarships were awarded to 49 students, compared to $81,800 in total scholarships awarded to Animal and Food Sciences majors in 2010-2011.

3. The data for students graduating in the 6 year period for the 2003 cohort was 36.1% compared to 34.1% for the 2002 cohort.

4. Data collection through the capstone course and assessment activities continued in 2010-2011. Further, an alumni survey was completed in 2012 to collect career data on graduates and program satisfaction. This data is being analyzed.

Year 4
### Analysis of Results and Reflection

#### Year 1

1. There was a substantial 12.9% increase in the first-to-second year retention rate for 2007-2008 over the baseline year. More analysis will be possible over multiple years. The general observation is that retention in the program is directly related to the preparedness of incoming students in the basic sciences (biology and chemistry). Retention within the College is 5-10% higher.

2. The downturn in the economy and reduced return to endowed scholarships is having a negative effect on amount of scholarships awarded. As the economy recovers, we should be able to increase the amount awarded.

3. The six year graduation rate within the AFS program increased by 11.3% from the baseline year for the 2000 cohort to the 2009-2010 figures for the 2001 cohort.

4. It will take some time to establish a firm database on graduates, but intentional efforts being made in our capstone courses will help dramatically.

#### Year 2

1. There was a 3.5% decrease in the first-to-second year retention rate for 2008-2009. It has been observed that retention in the program is directly related to the preparedness of incoming students in the basic sciences (biology and chemistry).

2. In 2010-2011, the amount of scholarships awarded decreased by 5.4%. The continued downturn in the economy and reduced income to endowed scholarships had a negative effect on amount of scholarships awarded in the College as a whole. As the economy recovers, the amounts awarded will be increased.

3. In 2010-2011, there was a slight increase of 0.4% in the six year graduation rate within the AFS program. The six year graduation rate continues to rise. The department has begun recruitment of an academic coordinator.

4. It will take some time to establish a firm database on graduates, but the intentional efforts being made in our capstone courses will help dramatically. A newly hired Academic Coordinator will assist in more detailed analysis.

#### Year 3

1. First-to-second year retention for 2009-2010 decreased slightly by 0.7% from 2008-2009. Although a slight decrease was noted, significant progress has been made above

### Improvement Actions

#### Year 1

1. The department will utilize the Office of Academic Programs to further analyze first-to-second year program retention data to look for patterns of retention. Advisors will try to identify student who may be struggling and offer assistance.

2. The department will continue to pursue opportunities for establishing new scholarships or increasing the level of existing ones.

3. The hiring of an Academic Coordinator would strengthen academic advising within the department, increasing the likelihood of students graduating within a six year time frame. The department is actively pursuing the hiring of an Academic Coordinator.

4. The department will collect data on career paths through a capstone course. A database will be initiated to collect this data and an alumni survey is envisioned to collect additional career data.

#### Year 2

1. The department, with the help of the Office of Academic Programs, will further analyze first-to-second year program retention data to look for patterns of retention. Advisors will try to identify students who may be struggling and offer assistance. We will also work with the College Retention Officer.

2. The department will work with the College Office of Advancement to pursue opportunities for establishing new scholarships or increasing the level of existing ones. However, the economy is the biggest driver at this time.

3. Academic advisers will continue to stress to students the development of a degree plan to map out their progress. The department has hired an Academic Coordinator to put more intensive emphasis on academic advising. This is necessary with retirement of senior faculty who carried a heavy advising load.

4. The use of the capstone course to collect data on the career paths of students is beginning. We will make improvements in this database as we develop a history. Plans are to survey alumni in the future regarding value of their learning experiences and suggestions for improving our program. A survey will be performed as part of the Program Review in 2012.

#### Year 3

1. Advisors will put an increased emphasis on retention and quality advising. In addition, advisors are identifying students who are at risk and offering assistance.
the baseline due to targeted assistance for at-risk students.

2. In 2010-2011, the total amount of scholarships awarded to AFS students decreased by $16,050 or 20% compared to 2009-2010. The continued economic downturn has adversely affected the monies available for scholarships within the department. The College Office of Advancement assisted in the establishment of one new endowment to fund an animal and food sciences scholarship.

3. The six year graduation rate continues to increase, with a 2% increase over the previous year. Increased emphasis on a degree plan and timely enrollment in prerequisites have aided progress. An academic coordinator was hired to focus on first year advising.

4. Several years of data will be necessary to accurately analyze the career paths of graduates. The recently hired Academic Coordinator will assist with this analysis. An abstract regarding indicators of student success has been submitted for presentation at national meetings.

Year 4

Year 5

Targeted use of peer mentors has been implemented to assist first year students. The department will further analyze first-to-second year program retention data to look for patterns of retention.

2. The department will meet with the College Office of Advancement once per year to identify areas of enhancement. However, the continued economic downturn is reflected in the decreased amount of scholarships awarded within the department. Projections for the next academic year scholarship awards appear to be positive. Two new animal and food sciences scholarships should be awarded in fall 2012.

3. Academic advisors will continue to stress to students the development of a degree plan to map out their progress. The Academic Coordinator has put more emphasis on high caliber academic advising, stressed the importance of developing a degree plan, and is doing follow-up with students at risk.

4. The use of the capstone course to collect data on the career paths of students is continuing. The department is making improvements in this database as a history is developed. A survey of alumni regarding the value of their learning experiences and suggestions for the improvement of the AFS program was completed as part of the 2012 program review. Analyses of these excellent data are beginning. Results of analyses will be presented to faculty. Further, an abstract regarding indicators of student success has been submitted for presentation at national meetings.
AAS Objective 2 Promote Research and Creative Work

Related Goals/Metrics

AFS Metric 2 - 1: Maintain the annual total external grant awards above $100,000 per research FTE by 2014.
AFS Metric 2 - 2: Maintain at least 2 graduate students per research FTE.
AFS Metric 2 - 3: Maintain at least four extramurally funded postdoctoral scholars/research associates.
AFS Metric 2 - 4: Obtain at least two pieces of major equipment by 2014.
AFS Metric 2 - 5: Increase patent submissions by 20% by 2014.
AFS Metric 2 - 6: Maintain the number of refereed journal publications per research FTE above 3 per year.
ASC Goal 2 Promote Research and Creative Work

UK Goal 2. Promote Research and Creative Work to Increase the Intellectual, Social, and Economic Capital of Kentucky and the World beyond its Borders.

Related Mission Area

Research and Creative Work

Strategies

Aggressively pursue funding opportunities and sources that support fundamental/applied research, particularly federal competitive and targeted initiative funds. Identify opportunities for both intra- and extramural equipment funds and encourage faculty to apply to those programs. Encourage faculty to include salary savings in federal grant submissions as an incentive to generate more extramural support. Strengthen existing and develop new multi-disciplinary research programs that target funding opportunities available only to multi-university (institution) collaborations. Continue to actively compile, document and communicate impacts of our research.

Assessment Method

1. Using Office of Sponsored Projects Administration annual grants and contracts reports, the amount of total external awards will be tracked each year to determine whether or not the department exceeds $100,000 per research FTE. 2. Using departmental and UK Office of Institutional Research, Planning & Effectiveness enrollment data, graduate student numbers will be tracked each year to determine if we maintain 2 students per research FTE. 3. Using departmental and UK Office of Institutional Research, Planning & Effectiveness enrollment data, postdoctoral scholar/research associate numbers will be tracked each year to determine if we maintain at least 4 per year. 4. Using departmental purchasing records we will determine if we have obtained at least 2 pieces of major equipment by 2014. 5. Using the Kentucky Agricultural Experiment Station Annual Reports, the department's total number of patent submissions will be tracked annually to determine whether or not the number increases by 20% by 2014. 6. Using the Kentucky Agricultural Experiment Station Annual Reports, the department's total number of refereed journal articles will be tracked annually to determine whether or not the department exceeds 3 per research FTE.

Actual Results

Data Tables
Descriptive Results

Year 1

1. For the 2009-2010 fiscal year, Animal and Food Sciences grants and contracts totaled $4,754,157 or $315,262 per research FTE.
2. Graduate student numbers increased in 2009-2010 with 46 students or 3.1 graduate students per research FTE compared to the baseline year figure of 2.8.
3. In 2009-2010, the department had 5 postdocs/research associates.
4. In the 2010 fiscal year, one piece of major equipment was obtained.
5. For the 2010 fiscal year, no patent submissions occurred.
6. For the 2009 calendar year, refereed journal articles averaged 3.78 per research FTE.

Year 2

1. For the 2010-2011 fiscal year, Animal and Food Sciences grants and contracts totaled $4,411,471 or $286,459 per research FTE.
2. Graduate student numbers have increased to 52 students in 2010-2011, with 3.4 graduate students per research FTE.
3. In 2010-2011, the department had 4 postdocs/research associates.
4. In the 2011 fiscal year, no new pieces of major equipment were obtained.
5. For the 2011 fiscal year, no patent submissions occurred.
6. For the 2010 calendar year, refereed journal articles averaged 4.68 per research FTE.

Year 3

1. For the 2011-2012 fiscal year, Animal and Food Sciences grants and contracts totaled $3,191,879 or $236,435 per research FTE.
2. Graduate student numbers decreased to 48 students in 2011-2012, although the student per research FTE figure is still above the baseline with 3.6 students per research FTE.
3. In 2011-2012, the department had 3 postdocs scholars/research associates.
4. In the 2011-2012 fiscal year, no new pieces of major equipment were obtained.
5. For the 2011-2012 fiscal year, no patent submissions occurred, but new intellectual property ideas have been presented.
6. For the 2011 calendar year, refereed journal articles averaged 3.63 per research FTE.
Analysis of Results and Reflection

Year 1

1. Grants and contracts are on target.
2. Graduate student numbers are on target.
3. Numbers of funded postdocs/research associates are on target.
4. The department is on target for acquisition of major equipment.
5. We have not yet increased patent submissions but anticipate activity by 2014.
6. Refereed journal publications are above target.

Improvement Actions

1. Grants and contracts are on target, so no improvement action needed at this time.
2. Graduate student numbers are on target, so no improvement action needed at this time.
3. The department will actively recruit postdoctoral scholars and research associates that are funded extramurally and will work with the Graduate School to ensure acquisition of major equipment is on track so no action is needed at this time.
4. We have not yet increased patent submissions but anticipate activity by 2014.
5. Refereed journal publications are above target, so no action is needed at this time.

Year 2

1. Grants and contracts are on target. A high priority has been placed on grants to support graduate education and research objectives.
2. Graduate student numbers are on target because we have been able to maintain research funding to support them.
3. Numbers of funded postdocs/research associates are on target due to demand for advanced training in the field.
4. The department is on target for acquisition of major equipment. Faculty continue to identify key equipment needs.
5. We have not yet increased patent submissions, but anticipate activity by 2014.
6. Refereed journal publications are above target due to continued review of faculty productivity.

Year 3

1. Grants and contracts per research FTE remain on target. An annual report of faculty productivity is presented in faculty meetings.
2. Graduate students per research FTE continue to be on target. The department puts a high priority on partial stipend support from Hatch funds, providing stimulus to recruit graduate students. Faculty must fund the balance on grants, thus the importance of grant funding is communicated as a high priority. There continues to be strong demand for graduate appointments in our field due to the quality of our graduate program.

Year 2

1. Grants and contracts are on target. The department will continue to monitor metrics annually.
2. Graduate student numbers are being maintained and the director of graduate studies will analyze application numbers and report to faculty.
3. Numbers of postdocs are on target, and we anticipate new postdocs with new grant funding pending.
4. Acquisition of major equipment is on track by 2014, however we are in the process of identifying funding streams to update or replace needed equipment.
5. Patent submissions vary from year to year, so activity will be reevaluated next year. New personnel in Intellectual Properties seem to be quite helpful in assisting PI’s.
6. Refereed journal publications are above target, however the department will discuss trends in productivity annually and stress the importance of scholarly publications.

Year 3

1. Grants and contracts are on target. The chair will present an annual review of grant and contract success to the faculty.
2. Graduate student numbers are being maintained. There continues to be a demand for our program due to quality of facilities and faculty reputation. Therefore, we will monitor trends of graduate student numbers and their productivity.
3. The decrease in extramurally funded postdoctoral scholars and research associates is a reflection of the current downturn in extramural funding. The department will continue to actively recruit qualified postdoctoral scholars and research associates, as well as pursue new sources of extramural funding.
3. In 2011-2012, the department had 3 postdocs/research associates, which was below the goal. However, there is continued contact with the department by future recruits.

4. In this reporting year, the department was unable to acquire major equipment due to budget constraints.

5. We have not increased patent submissions, but continue to foster creative research within the faculty and research associates. There have been no patentable ideas generated at this time.

6. Refereed journal publications (per research FTE) remain above target, despite the loss of faculty lines to budget cuts. The department will continue to monitor scholarly productivity and report progress to faculty.

Year 4

Year 5

4. Acquisition of major equipment by 2014 remains on target. Our goal for the next year is to prioritize the major equipment item that is most needed by the department and identify sources of matching funds.

5. Due to the variations in patent submissions from year to year, activity is continually being reevaluated. The turnover of personnel in Intellectual Properties is of concern for future assistance of PI's.

6. Refereed journal publications are above target, however the department will discuss trends in productivity annually and mentor faculty in ways to be most productive.
Unit Objective
AFS Objective 3 Develop the Human and Physical Resources of the Department to Achieve Top 20 Stature

Related Goals/Metrics
AFS Metric 3 - 1: Sustain funding and publication record.
AFS Metric 3 - 2: Increase the principal value of AFS endowment by 10% by 2014.
AFS Metric 3 - 3: Continue AFS's high level of nationally and internationally-recognized programs, faculty and graduate students.
AFS Metric 3 - 4: Continue to renovate and maintain the functionality of existing facilities, laboratories and classrooms to support teaching, research and extension programs.
ASC Goal 3 Develop the Human and Physical Resources
UK Goal 3. Develop the Human and Physical Resources of the University to Achieve the Institution's Top 20 Goals.

Related Mission Area
Overall

Strategies
We will strive to recruit, develop and retain nationally distinguished faculty and students.
We will further develop plans for expanding and enhancing the physical infrastructure needed to sustain the growth and advancement of the last decade.
We must seek increased funding for high-quality lab, teaching, and field facilities, as well as for extension programs and projects.
We will seek to improve recruitment, retention, and remuneration of staff.
We will continue to improve access to resources and infrastructure through enhanced business management, information technology, and support systems.

Assessment Method
1. Reports from Office of Sponsored Projects Administration and Kentucky Agricultural Experiment Station will be used to evaluate if the department has sustained funding and publication record.
2. Report from Advancement Office fiscal year data to determine if the principal value of the departmental endowment has increased by 10% by 2014.
3. Departmental records of regional, national, and international awards will be tracked to determine if the department has maintained its nationally and internationally-recognized programs and faculty.
4. Departmental and college records will be evaluated to track if the College has renovated, modernized, or added of educational, general, research, and student support space available for use by faculty, staff, and students.

Actual Results

Data Tables
Descriptive Results

Year 1

1. The 2009-2010 fiscal year data indicates the department exceeded funding and publication targets.

2. As of November 2, 2010, 2009-2010 endowment data are not available from the Office of Advancement.

3. In 2010, faculty have received one international and one fellow award.

4. In 2010, new furniture was installed in student lobby area of Garrigus Building and new overhead projection equipment was installed in 2 classrooms.

Year 2

1. The 2010-2011 fiscal year data indicates the department exceeded funding and publication targets.

2. Endowment data were not available at the time of this report.

3. In 2011, faculty have received one national award, one fellow award, and a University Research Professorship.

4. The following facility renovations were made in 2011: two business offices, a Food Science Sensory Lab, and a Meats Lab. In addition, an Anatomy Teaching Lab was totally renovated.

Year 3

1. The 2011-2012 fiscal year data to date indicate that the department is exceeding funding and publication targets.

2. Endowment data shows the value of endowments at $717,315 in FY 2011-2012.

3. In 2012, faculty have received one regional award, two fellow awards, a Provost's Outstanding Teaching Award, and a University Service Professorship.

4. The following facility renovations were made in 2012: improvements to classroom lighting and student study areas in Garrigus building lobby have been completed and the total renovation of an Anatomy Teaching Lab is nearing completion.

Year 4

Year 5
## Analysis of Results and Reflection

### Year 1

1. Funding and publications are on track.
2. Anticipate receiving data in the next year for further evaluation.
3. Recognition is on track.
4. Improvements have been valuable and increased student use of areas.

### Year 2

1. Funding and publications are on track because there is continued emphasis to the faculty on the importance of grant submission and scholarly productivity on the quality of the program.
2. The department anticipates receiving data in the next year for further evaluation. However, the economic downturn has had significant impact on all endowments.
3. Recognition continues to be on track because of the dedicated work of departmental awards committee.
4. Improvements have been valuable and have enhanced teaching and research space, as well as the environment of our business offices.

### Year 3

1. Funding and publications are on track because of due diligence by the faculty to seek grant opportunities and to publish the results of their findings in a timely fashion.
2. Despite the downturn in the economy, the value of the endowment increased by 21.8% in FY 2011 compared to the baseline in FY 2008-2009 due to continued efforts of a dedicated alumni base who continue to increase their gifts.
3. Recognition continues to be on track because the department continued to place special effort into submissions of nominees.
4. Improvements have been valuable, enhancing teaching and research space. Renovations of business offices have enhanced the work environment.

### Year 4

1. No improvement action needed at this time.
2. Improvement action is not possible until data become available.
3. Departmental Awards Committee will continue to be very active in nominating numerous worthy faculty for professional recognition. This activity is greatly appreciated.
4. Plans are in place to renovate the Sensory Lab and potentially a teaching lab to better accommodate defined research and teaching activities.

### Improvement Actions

1. The department will continue to monitor the metrics annually and report to the faculty.
2. Improvement action is not possible until data become available.
3. Departmental Awards Committee will put a high priority on nominating eligible faculty members for professional recognition. This group is very dedicated.
4. Improvements to facilities have been of great value to the program. We continue to analyze the needs of the department.

1. No improvement action is needed at this time, however the chair will perform an annual analysis of our progress and report outcomes in faculty meetings.
2. While no improvement action is needed at this time, we will evaluate the progress of endowment earnings and pursue new potential opportunities.
3. The departmental Awards Committee continues to be very active in nominating numerous worthy faculty for professional recognition. The chair will appoint new committee members to update the makeup of the committee and insure diverse opinion.
4. Improvements to facilities have been of great value to the program. Requests for further classroom upgrades in Garrigus have been submitted to the University for consideration.
**Unit Objective**  
AFS Objective 4 Promote Diversity and Inclusion

**Related Goals/Metrics**  
AFS Metric 4 - 1: Seek qualified minority candidates for faculty and staff vacancies, graduate assistants and post-doctoral scholars.
AFS Metric 4 - 2: Continue the inclusion of a diversity-related seminar that is held at least once yearly as part of the regular departmental seminar series.
AFS Metric 4 - 3: Partner with one or more 1890’s land-grant institutions for recruitment of graduate students.
ASC Goal 4 Promote Diversity and Inclusion
UK Goal 4. Promote Diversity and Inclusion

**Related Mission Area**  
Overall

**Strategies**

A network of partners with the 1890 land-grant universities, especially Kentucky State University, will be utilized to recruit faculty, staff and students and fulfill the different land grant missions.
The Department will utilize the Office of Diversity in support of recruitment of students, staff and faculty.
The Department will take advantage of financial resources available for the recruitment and retention of a diverse student body, faculty and staff.
Each Departmental Search Committee must actively pursue qualified minority and women candidates when positions are available.
The Department should promote and encourage interaction with established diverse disciplines (e.g. African American, Asian, Hispanic and Women’s Studies programs).
The Department will seek to recruit undergraduate and graduate students from minority, under-represented and non-traditional agricultural areas (e.g. urban populations).
The Department will seek to recruit undergraduate students from minority, non-traditional agriculture areas and from under-represented groups for internships and work-study or student worker positions.
The Department will enhance the recruitment of doctoral students for the Lyman T. Johnson Graduate Fellowship.

**Assessment Method**

1. Use Office of Institutional Research, Planning and Effectiveness data and departmental personnel records to determine success in recruiting qualified candidates from underrepresented groups for faculty, staff, graduate student, and postdoctoral positions. 2. Planning for departmental seminars will include a diversity-related seminar each year. 3. We will actively pursue the partnership with one or more 1890’s school for the continued recruitment of minority graduate students.

**Actual Results**

**Data Tables**
Descriptive Results

Year 1
1. Faculty hires in 2008-2009 were 3 women and 2 men. No faculty were hired in 2010. In 2009-2010, 100% of postdoctoral scholars were international and 9% of graduate students were minority. However, 73.6% of undergraduates and 71.7% of graduate students were women.

2. A seminar on diversity was held in 2009, but none was held in 2010.

3. A meeting with a representative from Tuskegee University was held in 2010 to determine opportunities for graduate recruitment.

Year 2
1. The only faculty hire in 2011 was a male who was a transfer from another department. In 2010-2011, 100% of postdoctoral scholars were international and 7.7% of graduate students were minority. However, 77% of undergraduates and 67% of graduate students were women.

2. We were unable to schedule a diversity seminar in 2011. However, the College of Agriculture held diversity training for chairs in 2011.

3. A meeting was held with the chair of Animal Sciences at North Carolina A&T University to determine opportunities for graduate recruitment. We are a collaborator on a USDA-NIFA Capacity Building Grant at Alabama A&M University.

Year 3
1. No new faculty hires were made in FY 2011-2012. In 2011-2012, 100% of postdoctoral scholars were international and 4.2% and 8.5% of graduate and undergraduate students, respectively, were minority. Additionally, 78% of undergraduates and 69% of graduate students were women.

2. A diversity seminar focusing on institutional equity was presented in 2012 by Dr. Terry Allen. Further, the department participated in a USDA Civil Rights Review.

3. Discussions with the chair of Animal Sciences at North Carolina A&T University identified opportunities for graduate recruitment. We are also collaborating on a USDA-NIFA Capacity Building Grant with Alabama A&M University and have committed to two summer undergraduate internships.

Year 4

Year 5
<table>
<thead>
<tr>
<th>Analysis of Results and Reflection</th>
<th>Improvement Actions</th>
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<tbody>
<tr>
<td><strong>Year 1</strong></td>
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<tr>
<td>1. Some strides have been made in improving gender equity in faculty positions. However, the department has not been successful in identifying qualified minority candidates. The freeze on faculty recruitment has prevented any further progress. Student populations are over 70% women so success is evident.</td>
<td>1. Recruiting candidates from underrepresented groups continues to be a priority. The department will continue to make strong efforts to recruit women and minorities for vacant faculty positions and will strive to identify minority students for the graduate program.</td>
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<td>2. A diversity-related seminar is planned for 2011 to promote diversity among faculty, staff and students and raise awareness.</td>
<td>2. The department will hold a diversity-related seminar in 2011.</td>
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<tr>
<td>3. The department has been challenged in the past with finding qualified minority candidates for the graduate program. Making a connection with 1890’s agricultural institutions may improve success.</td>
<td>3. The department has identified contacts at North Carolina A&amp;T University and Alabama A&amp;M University and will follow up with them about opportunities in our graduate program.</td>
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<tr>
<td><strong>Year 2</strong></td>
<td></td>
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<tr>
<td>1. Some strides have been made in improving gender equity in faculty positions. However, the department has not been successful in identifying qualified minority candidates. The freeze on faculty recruitment has prevented any further progress. Student populations are over 70% women, so success is evident.</td>
<td>1. Recruiting candidates from underrepresented groups continues to be a priority despite hiring freezes. The department will continue to make strong efforts to recruit women and minorities for vacant faculty positions whenever the college resumes hiring and will strive to identify minority students for the graduate program.</td>
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<td>2. While a diversity-related seminar did not occur in 2011, a seminar is scheduled for February 2012 to promote diversity among faculty, staff, and students and raise awareness of diversity issues.</td>
<td>2. The department will hold a diversity-related seminar in 2012.</td>
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<tr>
<td>3. The department has been challenged in the past with finding qualified minority candidates for the graduate program. The chair has contacted faculty at North Carolina A &amp; T and Alabama A &amp; M Universities to evaluate avenues to improve success in recruiting minority candidates.</td>
<td>3. Discussions with North Carolina A&amp;T University indicated that we would have to fund summer internships to recruit effectively. Funds have not yet been identified for summer internships. Our department and the College will fund 2 undergraduate summer interns from Alabama A&amp;M University in 2012. This initial program will help inform minority students about opportunities in our graduate program and enhance their recruitment.</td>
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<tr>
<td><strong>Year 3</strong></td>
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<tr>
<td>1. Some progress has been made in improving gender equity in faculty positions in the last five years, with 21% of our faculty being women. However, the department has not been successful in identifying qualified minority candidates. The freeze on faculty recruitment has prevented any further progress. Student populations are over 70% women, so success in that area is evident.</td>
<td>1. Recruiting candidates from underrepresented groups continues to be a priority. Budgetary constraints hinder progress. However, we will communicate with the Director of Diversity on appropriate recruitment when future faculty vacancies occur.</td>
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<tr>
<td>2. A diversity-related seminar was held in February 2012 to promote diversity among faculty, staff, and students and raise awareness of diversity issues.</td>
<td>2. The department will continue to hold a diversity-related seminar each year.</td>
</tr>
<tr>
<td>3. Discussions with North Carolina A&amp;T University revealed that the department must fund summer internships to recruit effectively. Further funds have not yet been identified</td>
<td>3. Discussions with North Carolina A&amp;T University indicated that we would have to fund summer internships to recruit effectively. Funds have not yet been identified for summer internships. Our department and the College will fund 2 undergraduate summer interns from Alabama A&amp;M University in 2012. This initial program will help inform minority students about opportunities in our graduate program and enhance their recruitment.</td>
</tr>
</tbody>
</table>
3. The department has been challenged in the past in finding qualified minority candidates for the graduate program. The department has not identified funding for internships with North Carolina A & T. However, we are a cooperator on a USDA grant with Alabama A & M. We are committed to funding two summer interns. This connection should raise the awareness of graduate school opportunities.

Year 4
Year 5

for those summer internships. Our department and the College of Agriculture will fund two undergraduate summer interns from Alabama A&M University in the next two years. This initial program will inform minority students about opportunities in our graduate program and enhance their recruitment. We will discuss with the College of Agriculture Director of Diversity the opportunities for graduate training in Animal and Food Sciences.
<table>
<thead>
<tr>
<th>Unit Objective</th>
<th>AFS Objective 5 Improve the Quality of Life for Kentuckians through Extension, Outreach and Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Related Goals/Metrics</td>
<td>AFS Metric 5 - 1: Enhance and refine Extension section of the Animal and Food Sciences website; track users through online tracking device.</td>
</tr>
<tr>
<td></td>
<td>AFS Metric 5 - 2: Sustain current level of Extension educator training sessions and number trained.</td>
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<td></td>
<td>AFS Metric 5 - 3: Increase grantsmanship from sources other than the Ag Development Board.</td>
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<tr>
<td></td>
<td>AFS Metric 5 - 4: Sustain departmental contacts at or above the current level.</td>
</tr>
<tr>
<td>Related Mission Area</td>
<td>ASC Goal 5 Improve the Quality of Life</td>
</tr>
<tr>
<td></td>
<td>UK Goal 5. Improve the Quality of Life of Kentuckians through Engagement, Outreach, and Service.</td>
</tr>
</tbody>
</table>

**Strategies**

Continue the pursuit of extramural funding from a variety of sources. In particular, the USDA-AFRI integrated extension and research grants provide new opportunities.

Sustain traditional Extension strengths while offering innovative new programs to serve increasingly diverse stakeholders.

Maintain and establish new Extension and outreach partnerships within and outside UK.

Increase the deployment of new information technologies such as eXtension, YouTube, electronic distribution lists, and enhanced web effectiveness.

Work to develop courses/opportunities in Animal and Food Sciences for county educators to pursue graduate degrees.

Establish clearly understood measures to assess and communicate the impact of Extension programs.

Engage key constituencies – including commodity groups – to help the department achieve its objectives.

**Assessment Method**

1. A website work group will evaluate the departmental website and make recommendations for improvement and enhancement of Extension sections to make resources readily accessible. 2. Each commodity group will be responsible for evaluating the needs of clientele and for sustaining Extension programming to meet those needs. 3. Annual reports from Office of Sponsored Projects Administration will be used to track Extension grants to determine if total grants exceed the baseline in 2009 FY of $122,400 and if sources other than Ag Development Board have been identified. 4. The Extension reporting system, CatPaws, will be used to determine sustained or increased Cooperative Extension Service contacts at or above 2009 levels of 51,500.

**Actual Results**

**Data Tables**
Descriptive Results

Year 1

1. A website revision committee has evaluated the departmental website, worked with web developers in Ag Communications, and a new platform has been built. Individual Extension groups have begun moving resources to the new platform with additional enhancements in the works.

2. High priority Extension training sessions and programs are being maintained and appear to be on track. Program expansion in certain areas has been the result of support personnel funded from extramural sources. Our faculty play key roles in at least 3 eXtension Communities of Practice.

3. Grant funding for Extension faculty in fiscal year 2009-2010 was $679,827 for 8 grants.

4. For fiscal year 2009-2010, Cooperative Extension contacts totaled 100,800, exceeding the target.

Year 2

1. A website revision committee has evaluated the departmental website, worked with web developers in Ag Communications, and a new platform has been built. Individual Extension groups have begun moving resources to the new platform with additional enhancements in the works. Approximately one-half of the websites have been updated and one has expanded resource availability.

2. High priority Extension training sessions and programs are being maintained and appear to be on track. Program expansion in certain areas has been the result of support personnel funded from extramural sources. Our faculty play key roles in at least 3 eXtension Communities of Practice. One new Community of Practice has been established in the last year.

3. Grant funding for Extension faculty in fiscal year 2010-2011 was $506,938 for 5 grants, exceeding the baseline.

4. For fiscal year 2010-2011, Cooperative Extension contacts totaled 115,997, exceeding the target.

Year 3

1. The website revision committee evaluated the departmental website and working with web developers in Ag Communications launched a new web platform. Individual Extension groups moved resources to the new platform with additional enhancements in the works. Approximately 75% of Extension websites have been updated and most have expanded resource availability.

2. Extramural funding for support personnel have contributed to program expansion in certain areas. High priority Extension training sessions and programs are being maintained and appear to be on track. Our faculty continue to play key roles in at least 3 eXtension Communities of Practice. One new Community of Practice has been established and the website is being populated with resource materials.

3. Grant funding for Extension faculty in fiscal year 2011-2012 (to date) was $363,243 for 3 grants, exceeding the baseline.

4. The Cooperative Extension contacts for FY 2011-2012 totaled 78,832, exceeding the target by 53%.

Year 4

Year 5
### Analysis of Results and Reflection

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Improvement Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Although progress tends to be slow, we are on target for revitalizing Extension web pages.</td>
<td>1. Extension website revision is making progress. No action plan is needed.</td>
</tr>
<tr>
<td>2. The department has sustained all major Extension programming with an increase in contacts. This is, in part, due to extramural funding that provides needed support personnel.</td>
<td>2. The department has sustained or increased service to programs; therefore, no action plan is needed.</td>
</tr>
<tr>
<td>3. The Cooperative Extension Service's emphasis on generating grant dollars in support of extension research and programs has been successful, with a five-fold increase over the baseline in FY 2009-2010.</td>
<td>3. The department has sustained or increased grantsmanship in Extension or Integrated Projects (eXtension); therefore, no action plan is needed.</td>
</tr>
<tr>
<td>4. Cooperative Extension Service contacts increased in the 2009-2010 fiscal year due to the continuing efforts of Extension personnel to reach more individuals within the state.</td>
<td>4. The Cooperative Extension Service has sustained contacts at or above target; therefore, no action plan is needed.</td>
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<table>
<thead>
<tr>
<th>Year 2</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. We have made significant progress and are on target for revitalizing Extension web pages.</td>
<td>1. Extension website revision is making progress. No action plan is needed.</td>
</tr>
<tr>
<td>2. The department has sustained all major Extension programming with an increase in contacts. This is due to extramural funding that provides needed support personnel and the dedication of the Extension faculty to meeting the needs of clientele.</td>
<td>2. The department has sustained or increased service to programs; therefore, no action plan is needed.</td>
</tr>
<tr>
<td>3. The Cooperative Extension Service’s emphasis on generating grant dollars in support of extension research and programs has been successful, with a 4-fold increase over the baseline.</td>
<td>3. The department has sustained or increased grantsmanship in Extension or Integrated Projects (eXtension); therefore, no action plan is needed.</td>
</tr>
<tr>
<td>4. Cooperative Extension Service contacts increased in the 2010-2011 fiscal year due to the continuing efforts of Extension to reach more of the citizenry.</td>
<td>4. The Cooperative Extension Service has sustained contacts at or above target; therefore, no action plan is needed.</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Year 3</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Our new website is online and we are on target for revitalizing Extension web pages.</td>
<td>1. New Extension websites have gone live and additional resources are being added.</td>
</tr>
<tr>
<td>2. Due in part to extramural funding that provides needed support personnel, the department has sustained all major Extension programming with an increase in contacts.</td>
<td>2. The department has sustained or increased service to programs; therefore, we will continue to evaluate the impact of our programs on the citizens of the commonwealth.</td>
</tr>
<tr>
<td>3. With a three-fold increase over the baseline in FY 2011-2012 to date, the Cooperative Extension Service’s emphasis on generating grant dollars in support of extension research and programs has been successful, with a 4-fold increase over the baseline.</td>
<td>3. The department has sustained grantsmanship in Extension or Integrated Projects (eXtension) and a new funding source has been identified. The department will pursue</td>
</tr>
</tbody>
</table>
research and programs has been successful.

4. Although 2011-2012 contacts exceeded the target, the contact numbers represent a 32% decrease from 2010-2011. This is readily explained. In 2010-2011, the department hosted a number of special events and programs associated with the 2010 FEI World Equestrian Games in Lexington. This, plus some other one-time programs, resulted in a particularly large number of contacts for 2010-2011. The department is also increasing the use of social media and online materials (videos, decision tools) to increase the service to some portions of our citizenry. Those individuals served online are not included in the contact totals; only face-to-face data are currently collected. After analyzing the ongoing programs in each species area of Animal and Food Science, our existing programs continue to meet the needs of the clientele across the state. One example of such programming in 2011-2012 was a Beef Leadership Retreat where a strategic plan on beef extension programs was developed collaboratively by UK faculty and county agents, beef producers, and industry personnel.

Year 4

Year 5

additional funding opportunities within the USDA competitive grants program.

4. Although we have maintained contacts at or above target numbers, each commodity group (e.g. beef, dairy, equine, etc.) and program area (e.g. youth development) will continue to receive feedback from the county agents, clientele groups, and Farm Bureau advisory committees to evaluate future programs that are needed to meet their needs. The department will continue to increase its use of social media and online materials (videos, decision tools) to increase the service to additional portions of our citizenry.