

**PROGRAM REVIEW IMPLEMENTATION PLAN  
PROGRESS REPORT**  
Equine Science and Management Program  
2018 - 2019

**Background:** UK Ag Equine Programs (EP) completed a program review in September 2014. This review focused primarily on the Equine Science and Management (ESMA) undergraduate degree program. 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.)

**Assessment Method:** The focus of discussion by the EP Council and college administration on where to place EP emphasized that it is a multidisciplinary, interdepartmental program and covers all three land-grant mission areas - research, teaching and extension/outreach. Although not a stand-alone department, the consensus is that the program necessarily warrants college-level status.

**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 College Dean instead of one of the Associate Deans. This new structure was implemented in January 2017.

**Analysis of results and reflection:** The rapid and continued growth of Equine Programs, and the importance of involvement/productivity in all three land-grant mission areas make this new structure more logical.

**Ongoing improvement actions:** College administration and EP leadership have continued to assess the correct reporting structure for this program. It is clear that the new reporting structure is better suited for EP and moving forward this relationship is expected to remain in place.

- 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. An *ad-hoc* committee of the EP Council reviewed the structure and reporting process within Equine Programs. Based on a vote of the EP Council and review by the Dean, a new structure has been implemented. An executive committee was formed for EP council and four subcommittees were created: curriculum, research, extension and communication/outreach were created. Each participating academic department can have at least one member on of each subcommittee.

**Analysis of results and reflection:** The four subcommittees are overseen by chairs who are responsible for scheduling meetings and associated deliberations/activities. The initial limitation placed on membership of the subcommittees was unnecessarily restrictive which led to the affiliates process.

**Ongoing improvement actions:** The affiliates process is available to each subcommittee, but has been implemented to different degrees. Overall level of activity of the four subcommittees varies. Efforts to broaden subcommittee participation and activity are ongoing.

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

A revised organizational chart has been developed and implemented with the new structure of the EP Council. The chart was presented to EP Council and voted and adopted. Dean Cox and the Dean's Industry Advisory Council approved the organizational chart prior to the vote and will review and approve minor changes made in the voting process. The organizational chart includes Equine Programs in all the mission areas of the college.

**4. An ESM program strategic plan should be developed with long-term goals and measurable 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/AFS committee was appointed to begin reviewing this recommendation, which affects both majors. This committee is currently not active. To better recognize the interdisciplinary nature of the ESMA degree, consideration should be

given to updating the strategic plan in collaboration with all participating academic departments.

**Results:** Recurring funding for two full-time lecturer positions continues to help address immediate needs in several teaching and advising areas. The updated strategic plan will need to more fully embrace the multidisciplinary and interdepartmental nature of the program.

**Analysis of results and reflection:** The recommendation referred to the ESMA teaching program. Steps were initiated in 2016 to review the curriculum as a whole and a revised curriculum developed. On going assessment and reflection continues.

**Ongoing improvement actions:** Improvement actions are ongoing and needs to be addressed in light of the larger undergraduate enrollment.

**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 that has resulted in a comprehensive program change. This has been informed by both internal and external (stakeholder) input. Educational parameters in business/accounting, communication, and interactive areas were carefully considered including the introduction of new classes and some revisions to existing classes.

**Results:** EQM 305: Equine Industry Issues course (GCCR) was created and is writing and oral communications focused. It is now in the 4<sup>th</sup> semester being taught.

**Analysis of results and reflection:** The new curriculum embraces the interdisciplinary nature of the program and addresses specific weaknesses noted from the Work Force Summit and identified by the advisory council.

**Ongoing improvement actions:** A revised curriculum was approved and is being implemented with the incoming classes starting with the fall semester of 2019. Importantly, the ESMA program was selected on a university level to participate in the Essential Employability Qualities (EEQs) for graduates. This is a joint effort between the KY Council on Postsecondary Education and The Quality Assurance Commons organization. It formalizes work already done by our faculty and staff and may lead to the ESMA program gaining EEQ certification. All students are now required to take EQM 106: Intro to Equine Careers as well as the EQM 305: Equine Industry Issues (GCCR). In addition, EQM 490: ESMA Capstone has been revamped to increase the academic rigor and career prep components our students needed.

- 6. A course in "alphabet organization" should be considered to provide insight into the horse industry.** (The reference to "alphabet organization" refers to important high profile industry organizations and commonly used industry acronyms.)

**Assessment Method:** Curriculum committee assessments.

**Results:** This potential new course has not yet been selected as a priority issue during the curriculum mapping reflections and resulting curricular changes. The potential benefits are still fully appreciated, but the ability to proceed is limited by resource constraints.

**Analysis of results and reflection:** The possibility of developing this class remains an option.

**Ongoing improvement actions:** On hold, pending a decision to move forward with developing this new class.

- 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/AFS committee was appointed to review teaching-related needs in the ESMA degree program. After initial progress, the committee has not met and strategic decisions in other departments related to faculty positions are beyond the purview of the Equine Programs.

**Results:** Recurring funding was made available by the dean for two full-time lecturer positions. The academic home for the lecturer positions are in the Department of Animal and Food Sciences and they have unequivocally helped to address immediate shortages in teaching and advising capacity. Student teaching assistant (TA) positions have also been funded for support of EQM105 and several other classes.

**Analysis of results and reflection:** Expansion in the number of teaching faculty has had a significant positive impact on the ESMA program. Further increases in student enrollment combined with the growth of programmatic scope and substance continues to result in the teaching faculty being fully extended.

**Ongoing improvement actions:** Ongoing improvement actions will begin following analysis. Currently TA tuition credits for ESMA classes are all assigned to the AFS department.

- 9. To accommodate continued growth in the program, additional classroom and farm facilities will be necessary.**

**Assessment Method:** A major financial gift has expanded the AFS equine facilities at Maine Chance Farm used for teaching the ESMA classes. No expansion of teaching or research

facilities beyond existing facilities is currently planned by AFS. Equine Programs has begun discussion regarding a plan for an interdisciplinary research and teaching facility that will address broader teaching and research needs. This facility will not be limited to use by the AFS faculty, but will focus on interdisciplinary teaching and research.

**Results:** Expansion of the Pirri Equine Teaching Pavilion at the Maine Chance farm campus has been completed. Classroom seating for up to 75 students and bathroom facilities are now available.

**Analysis of results and reflection:** Infrastructure to support the large and likely still growing number of undergraduate students in the ESMA major remains a high priority issue.

**Ongoing improvement actions:** Review and assessment of priority needs is ongoing.

**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. These changes have been fully implemented and the comprehensive curriculum changes have been approved at college curriculum and university levels

**Results:** Completed

**Analysis of results and reflection:** The curriculum mapping exercise has been completed and program changes went into effect with the Fall 2019 cohort of students.

**Ongoing improvement actions:** Review of the changes is ongoing.

**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. This recommendation parallels views expressed by the program's external advisory committee. Additional positions or roles in the program are not clear and will depend on the results of the updated organizational structure.

**Results:** Dr. Mick Peterson started January 2017. His appointment was 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 addressed by the new commitment made by administration for a director. Dr.

James MacLeod returned as EP director in October 2019. Due to ongoing research and teaching professional commitments, Dr. MacLeod's administrative percent effort was initially set at 50%.

**Ongoing improvement actions:** Assessment of optimal EP leadership relationships is ongoing.

**12. The ESM faculty should develop a University Scholars Program in conjunction with the graduate programs in Veterinary Science, 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 Science, 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.