

PROGRAM REVIEW IMPLEMENTATION PLAN ANNUAL PROGRESS REPORT - 2024

Preface: CLD's 2020 Periodic Program Review was completed in June of 2020, which coincided with the initial stages of the COVID-19 pandemic. As outlined in the final report, the review was conducted entirely via virtual meetings between the review team, faculty, and staff. The development of the Implementation Plan (IP) was delayed by the COVID-19 pandemic, noting that final approval of the IP was not completed until October of 2021. The current report is a summary of actions taken since the completion of the review, through calendar year 2024.

Recommendation 1. Develop a structured process to resolve faculty conflict.

Assessment method: Observation/articulation of a process to resolve faculty conflict appearing in the department's Rules of Procedure and Statement of Evidences.

Results: The development of a process for resolving faculty conflict has been discussed at various times among the departmental Executive Committee (EC), and at department faculty meetings. The Chair also consulted with CAFE's Office of Resources, Planning and Assessment regarding AR's and other UK regulations that establish rules in which a faculty grievance/conflict resolution process would be framed. The EC have reviewed department ROP's and our Statement of Evidences and is working on revisions. In addition, the Chair has completed training in Conflict Resolution in the Workplace, offered by the University of Kentucky MyUK Learning center.

Analysis of results and reflection: The department has had a retirement and an inter-college faculty transfer since the 2020 review. These departures have alleviated a focal point of conflict observed by the review team. Consequentially, discussions regarding adoption of a process for conflict resolution among faculty have not been fruitful. Conflict among faculty does not appear to be a burning issue any longer. Scholarly disagreements still exist, but these are typically addressed through discussion and votes taken at department meetings.

Ongoing improvement actions: We are continuing discussions regarding the need for a structured process, but this does not seem to fit with the university's culture regarding faculty governance, or faculty performance. Although a formal grievance process is in place for staff, there is no process, or guidelines, stipulated by the University Senate regarding resolution of faculty grievances. Aside from academic dishonesty, or other unethical behavior, university policies provide few options for administration to mandate "remedial action" to resolve faculty grievances. There are some selected trainings that the University offers which are relevant. Examples include the previously mentioned Conflict Resolution in the Workplace, Organizational Ethics, and, Identify and Address Workplace Bullying. We will be revising our Rules of Procedure in spring of 2025 and will revisit whether to include a specific policy for resolving faculty conflict.

Recommendation 2. Establish a strong strategic plan, including a clearly articulated vision with actionable goals, benchmarks, and metrics; and report on the plan annually. The strategic plan should incorporate and operationalize the recommendations submitted in this Program Review Committee Report. A strong strategic presence will strengthen both governance and decision-making in the department. Other benefits could include stronger recognition and standing in the college and across the University.

Assessment method: Evidence that strategic planning is proceeding.

Results: The college is operating under its 2015 - 2020 strategic plan (SP). We would like CLD's strategic plan to align with that of our college, so we have not yet held a comprehensive SP retreat.

We have made progress in revising our undergraduate programs. We received final approval for a name change for our CTE-BS program - Agricultural Education and Advocacy, effective Fall 2024. We have revised our CLD-BS program and have submitted the new program to the Faculty Senate for approval in Fall 2024. Our strategic goal for the CLD-BS is to train students in theoretical foundations and best practices of the processes for community engagement and community capacity building.

We have completed our strategic communication plan for our Extension programs - discussed below under recommendation 5.

Analysis of results and reflection: As mentioned above, we completed revisions to both the BS in Agricultural Education, and awaiting approval by the Faculty Senate for revision of our BS in Community and Leadership Development.

Ongoing improvement actions: SP regarding research and graduate programs will be forthcoming.

Recommendation 3. Identify and implement additional resources necessary to sustain and continue growth of the undergraduate and graduate programs.

Assessment method: Observation of evidence that the department is addressing the need to staff and secure additional resources to sustain and grow teaching programs.

Results: The department has also hired a temporary staff to provide additional instructional resources for our Ag. Ed and Advocacy program, and we filled a 3rd faculty position to support that program in August 2024. We have also filled an Extension faculty position with 15% of DOE allocated for instruction in May 2024. The faculty position is also expected to strengthen CLD's research and instructional graduate programs regarding program evaluation.

Analysis of results and reflection: We are pleased to have the additional faculty support mentioned above. Additional support for instruction depends on Net Tuition Revenue funds which depend on overall college performance, and therefore largely out of CLD's control. Funding for the temporary staff is short term. Department Chairs have been told that instructional funds within the college are very scarce.

Ongoing improvement actions: We will continue to work with the Dean's office to identify ways to support our teaching programs.

Recommendation 4.

Review undergraduate and graduate programs to strengthen integrity, value, and reputation.

Assessment method: Observation of evidence that teaching programs are being reviewed and updated.

Results: Our UG committees have largely completed a review of our undergraduate programs as part of

previously mentioned program revisions.

Analysis of results and reflection: We are satisfied with the progress of our review.

Ongoing improvement actions: UG revisions were completed in Spring 2024, and awaiting Senate approval by Spring 2025.

Recommendation 5. Develop a communications plan (as part of the departmental strategic plan identified in recommendation 2) for the Extension function of the department.

Assessment method: Observation of evidence that communication plans and actions are progressing.

Results: The Chair appointed an Ad Hoc committee to work on this recommendation. The charge is as follows: 1) Please identify and develop a brief description of Extension programing currently being conducted by CLD Extension faculty. The program review Self Study provides a good starting point: 2) Please identify and develop a brief description of community engagement programs being conducted by CLD faculty and students: 3) Please collect all relevant digital materials for programs described in items 1 & 2: and, 4) Please review the current CLD Extension and Community Engagement webpage and develop a revised site-map to better communicate the Extension and Community Engagement “identity” of the department.

Analysis of results and reflection: The committee has completed their work. The CLD website has been updated, and now includes an Extension communications component, please visit: <http://cld.ca.uky.edu/extension>.

Ongoing improvement actions: We will continue to expand and update this initiative.

Recommendation 6.

Develop a plan (as part of the departmental strategic plan identified in recommendation 2) to strengthen the research mission of the department.

Assessment method: Observation of evidence that the department is taking action to strengthen the research mission of the department.

Results: We conducted a national search for a senior faculty in Agricultural Safety and Health, but were not able to the preferred candidate, which would have significantly strengthened this are of research. That said, we reposted the position as a Assistant Professor and was able to complete a hire in this area.

Analysis of results and reflection: The new Assistant Professor position will strengthen CLD’s Agricultural Safety and Health research area.

Ongoing improvement actions: We will continue to seek improvement in the research mission.

Recommendation 7.

Develop a plan (as part of the departmental strategic plan identified in recommendation 2) to improve the community engagement mission of the department.

Assessment method: Observation of evidence that the department is taking action to improve the community engagement mission of the department.

Results: The CAFE Community and Leadership Development Department promotes inclusive, broad-based community engagement. The compilation of educational workshops, programs, and publications of the department are intended for community partners, County Agents and other stakeholders for use to improve the structure, function, and processes of groups and organizations. Our faculty provide tools and services to foster courageous conversations, build successful teams, nurture coalitions, encourage participatory planning, address conflict, and move groups and communities to action. Extension offers a variety of community engagement programs, including strategic and action planning for communities, storytelling workshops to strengthen community networks and solidarity, community leadership development, technology and organizational support for community communications, and community data processing and analysis. We also have faculty involved in community based participatory research programs, which is a partnership with community residents to develop and engage in community-based research analysis.

CLD faculty have active roles in initiatives by UK's Vice President of Land-Grant Engagement's office. They provide leadership and workshops for UK's Engagement Academy.

The department also houses the Community Innovation Lab (CIL). CIL conducts the following community engagement programs:

- Empirical, Action, and Participatory Research - CIL affiliates collaborate with communities of place, practice and interest to cultivate, apply and evaluate cutting edge community practices.
- Critical Practice - CIL affiliates implement skills associated with listening and respect, power analysis, community deliberation, public facilitation and cultural sensitivity in both practice and reflection.
- Reflection - CIL affiliates engage in reflective processes regarding success, failures, and lessons learned.
- Knowledge Sharing - CIL affiliates share conceptual models, theoretical frameworks, best practices, and lessons learned with each other and the communities with whom we engage.
- Education and Outreach - CIL affiliates promote educational venues and programming highlight community innovations and lessons learned to strengthen communities and add to the greater body of knowledge.

Analysis of results and reflection: It's not clear how we can be more involved in the community engagement mission of the college, or university.

Ongoing improvement actions: Community engagement is core to CLD's strategic mission. We will continue to review and improve what we view as already excellent community engagement programs.

Recommendation 8.

Develop facilities use and needs plan (as part of the departmental strategic plan identified in recommendation 2) for the department in coordination with the help of CAFE/UK facilities planners.

Assessment method: Evidence of planning with CAFE/UK facilities' coordinators.

Results: The Chair has provided input regarding plans for the new Scovell Hall renovation. This project has been approved and CLD is expected to move to the new facility.

Analysis of results and reflection: The Scovell renovation would solve the facility shortcomings identified in the 2020 program review.

Ongoing improvement actions: We will continue to work with CAFE facility coordinators regarding the proposed Scovell renovation.