

RECRUITMENT
ENROLLMENT
GRADUATION
EMPLOYMENT

Student Success



It starts with us



Discovery

COLLABORATION
RESEARCH
PUBLICATION
INNOVATION



College of Agriculture,
Food and Environment

Community

OUTREACH
EXTENDING KNOWLEDGE
PARTNERSHIP
IMPACT



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University of Kentucky
College of Agriculture, Food and Environment
2015-2020 Strategic Plan: Building Our Future on the Land-Grant Legacy
2017 Fiscal Year Report
December 22, 2017

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Introduction

Starting in the fall of 2014, a team of 34 College of Agriculture, Food and Environment faculty, staff, and students convened to create a new college strategic plan. After conducting 15 listening sessions on campus and across the commonwealth, the team wrote a plan that was launched in September 2015. Action Teams were assigned, and strategies, actions steps, baselines, and assessment tools, were formulated.

Fiscal year 2017 results of these efforts are listed below in what is the second annual report of the CAFE Strategic Plan.

Goal I: Prepare highly motivated and culturally adaptive graduates who are competitive in a global economy and support societal values.

Goal 1A: By June 2016, student success task forces will be appointed to design and implement systems that ensure undergraduate and graduate student success through recruitment, advising, student success initiatives and programming, and enhancements to the student life cycle.

Strategies proposed in 2016

1. The existing Undergraduate Student Success Team will be asked to expand its role through the student life cycle.
2. A new Graduate Student Success Team should be developed, with faculty leadership and advocacy from both the Offices of the Associate Dean for Research and the Associate Dean for Instruction, to ensure graduate student success across the life cycle (notably including professional development opportunities).

Implementation Plans/Action Steps proposed in 2016

1. The Undergraduate Success Team is planning an expansion of their role.
2. The new Graduate Student Success Team will be modeled after the existing Undergraduate Student Success Team, with features appropriate to the unique experiences and challenges faced by CAFE's graduate students.

Baseline and Metrics proposed in 2016

Relating to undergraduate student success, metrics will be aligned to those adopted by the Provost and Dean's Council. These metrics relate to second fall retention of freshmen, time to graduation of undergraduates, total numbers of graduates (both from undergraduate and graduate programs), and so on. Baselines will also be drawn from sources identified by the Provost and the Dean's Council.

We are in the process of forming the Graduate Student Success Team; this group will work to establish baselines and metrics.

Assessment Method/Tools proposed in 2016

In the case of undergraduate student success, we will employ the assessment methods for the metrics as provided through the analytic tools configured at the University level. These tools ensure that all colleges are using "clean" data and are making comparisons on the same bases.

For graduate student success, we will be developing assessment methods at the college-level, with appropriate input from each of our programs. We anticipate that the Graduate School and Provost's office will also provide some support and guidance.

Fiscal Year 2017 Results

A key finding related to undergraduate student success in the 2016 progress report was that our second fall institutional retention percentage fell for the first time since the Fall 2011 cohort. An analysis of the data revealed that the decreased retention was driven by a decreased rate among the non-resident students specifically, while Kentucky resident student retention saw a slight increase. The college has since seen an overall 2.6% increase in the second fall institutional retention rate between the 2015 and 2016 cohorts, with a 2.3% increase in the rate for Kentucky resident students and a 2.8% increase in the rate for non-resident students. This CAFE institutional retention rate of 84.7% in the fall 2016 cohort is higher than the average of 83.3% for the same period for the University of Kentucky as a whole.

Retention and Graduation Rates

Cohort Term	Cohort Size	Cohort Size with Exclusions	Retained % 1st Spring	Retained % 2nd Fall	Graduated % 4 Years	Graduated % 5 Years	Graduated % 6 Years
Fall 2011	296	287	92.9%	83.4%	49.5%	66.6%	69.7%
Fall 2012	355	351	94.1%	84.2%	56.1%	67.2%	
Fall 2013	370	367	94.3%	84.3%	50.1%		
Fall 2014	405	404	94.1%	85.2%			
Fall 2015	434	434	92.6%	82.0%			
Fall 2016	443	443	93.5%	84.7%			

In state only

Fall 2011	178	171	92.1%	83.7%
Fall 2012	206	203	94.7%	87.4%
Fall 2013	213	211	94.4%	85.4%
Fall 2014	208	207	92.3%	80.8%
Fall 2015	215	215	91.6%	83.3%
Fall 2016	236	236	94.1%	85.6%

Out of state only

Fall 2011	118	116	94.1%	83.1%
Fall 2012	149	148	93.3%	79.9%
Fall 2013	157	156	94.3%	82.8%
Fall 2014	197	197	95.9%	89.8%
Fall 2015	219	219	93.6%	80.8%
Fall 2016	207	207	92.8%	83.6%

The college has seen a steady increase in our overall undergraduate 6-year graduation rate; in fact, the percentage is now approaching the 70.0% strategic plan target at the university level. A key area of progress for our college in the 6-year graduation rate from the Fall 2010 to the Fall 2011 cohort was the significant closure of the gap between the rate for all bachelor's degree students and that of the underrepresented minority students.

CAFE undergraduate student 6-year graduation rates

Cohort	All graduated % 6 years	Non-URM graduated % 6 years	URM graduated % 6 years	URM graduation gap
Fall 2009	62.3%	66.4%	42.5%	23.9%
Fall 2010	63.5%	66.9%	36.4%	30.5%
Fall 2011	69.7%	71.1%	64.0%	7.1%

CAFE Associate Dean for Research coordinated meetings with the departmental directors of graduate studies (DGSs) to discuss possible metrics of graduate student success. The Graduate School has suggested two metrics, doctoral program selectivity and diversity within graduate programs, by which all university graduate programs will be assessed. In addition, the DGSs discussed several options for establishing CAFE-specific metrics and the potential consequences with anticipated outcomes. The metric options discussed include graduate degrees awarded, time to degree completion for full-time graduate assistants, graduate employment success, and student awards, publications, presentations, or other recognitions of success. The college will engage in a comment period following the Blue Ribbon Panel report release at the end of 2017 and use information in the report to further guide discussions of graduate student success metrics.

Interpretation of Results and Reflection on Action Steps to Date

The recent increase in second fall retention rates is best explained by a three-way interaction between mutually supportive groups: i) the Center for Student Success, ii) the Academic Coordinator team embedded within individual undergraduate programs, and iii) the Undergraduate Student Success Team. New staff foci and new staff positions have been especially helpful in this effort for the Center for Student Success; namely, a position focused on academic coaching (reconfigured), a position focused on exploratory advising (new) and a position focused on our home-grown living and learning program (new). Saturation of undergraduate programs with Academic Coordinators in professional support roles is essentially complete; a key result is that many departments have improved the quality of their advising support, especially for our first-year students. Finally, the Undergraduate Student Success Team has been a highly valued sounding board to help the Center for Student Success develop key priorities to emphasize in support of the students we all share in CAFE. This three-way alliance helps to ensure that the most important initiatives are emphasized across-the-board, and that individual students are given key support on a timely basis.

The positive results with 6 year graduation rates must be attributed to long-term efforts on an across-the-board basis via the interactions among the three groups noted above.

The addition of graduate quantitative student success metrics in the college will allow improved analysis of this important college focus in the near future. As noted above, we intend to mesh the CAFE-level metrics with those forthcoming from the university as a whole.

Goal 1B: Track perceptions and assessments of college graduates' preparation to be competitive in a global economy.

Strategies proposed in 2016

1. Conduct an annual exit survey of all graduates (including graduate students) to gather information regarding their employment, continuing education plans, and program satisfaction.
2. Conduct an annual survey of employers including those firms which currently participate on campus as well as those which remain on our target list.

Implementation Plans/Action Steps proposed in 2016

1. The college originally planned to begin survey distribution and data collection from graduates in May of each year, targeting graduates from prior August, prior December, and current May classes. The decision was made to run the survey from August to August of each year to capture the August graduates first, then December, and close out the year with data from May graduates. Department-level and college-wide reports will be made available each year. The regional salary report, operating on an externally-determined timetable, will be prepared in July and circulated in October of each year.
2. Begin surveys of both participating and non-participating employers immediately after the Agriculture Career Fair in the early fall semester. Departments will also be encouraged to solicit information from employers of their recent graduates; they will be able to identify such employers based on the department-level reports above.

Baseline and Metrics proposed in 2016

Because student surveys where employment and graduate and professional education outcomes were incomplete and sometimes handled at the program level, both undergraduate and graduate student surveys were consolidated at the college level for the 2015-16 graduation cycle. These data will serve as an initial baseline, until a rolling three-year baseline informed by recurring data collection can be built. Metrics will consider, both on a program-by-program and on a whole-college basis, the satisfying outcomes of first professional employment or graduate/professional follow-up educational pursuit, as well as the less satisfying outcome of "still looking." Of course, such metrics will be reported for both undergraduate and graduate students.

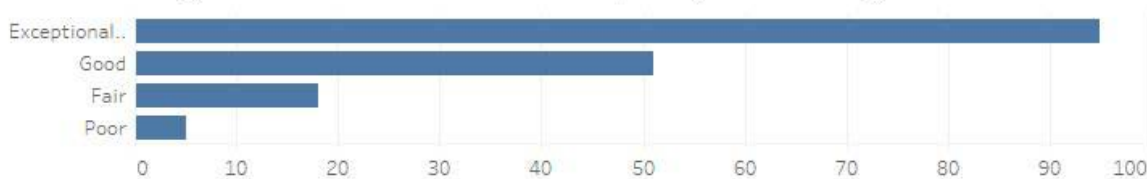
Assessment Method/Tools proposed in 2016

Surveys were sent to each graduate from 2016 and 2017 graduating classes. These surveys asked students (at both the undergraduate and graduate levels) about their next steps with respect to employment (employer, position, and salary) or continued education or plans for either yet to be realized. Students were also asked about the quality of their educational experiences (in terms of advising and instruction) and to identify any ways in which they felt their education could have been strengthened. Several rounds of reminders were implemented; results were evaluated on a program-by-program basis, as well as for the college as a whole.

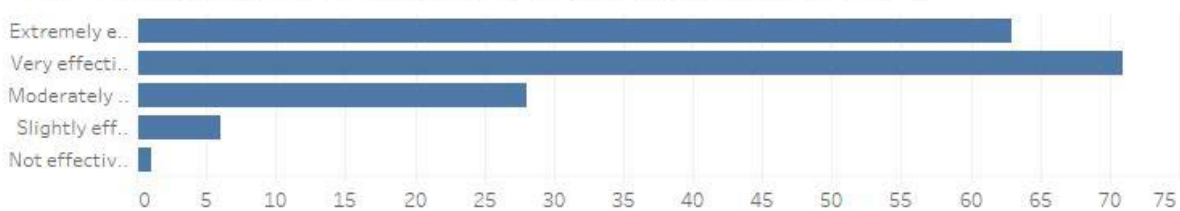
Fiscal Year 2017 Results

As found in the prior progress report, short-term student success in achieving their desired outcomes of employment or further education was higher for graduate students than for undergraduate students. Further, there were some differences among undergraduate programs in terms of short-term success in obtaining employment or further education. Although the response rate for the survey was relatively low, the data provide valuable student satisfaction information. Some students expressed modest dissatisfaction with a few aspects of their undergraduate programs; however, most indicated a high level of satisfaction. Of 178 undergraduate students responding to the 2017 exit survey immediately following graduation, 74 had already accepted a job offer and 41 had been admitted to a graduate or professional school. Student satisfaction with the quality of advising and quality of instruction was high, with 146 reporting an exceptional or good experience with advising and 134 reporting that the teaching in their major was extremely or very effective.

2017 exiting student satisfaction with quality of advising

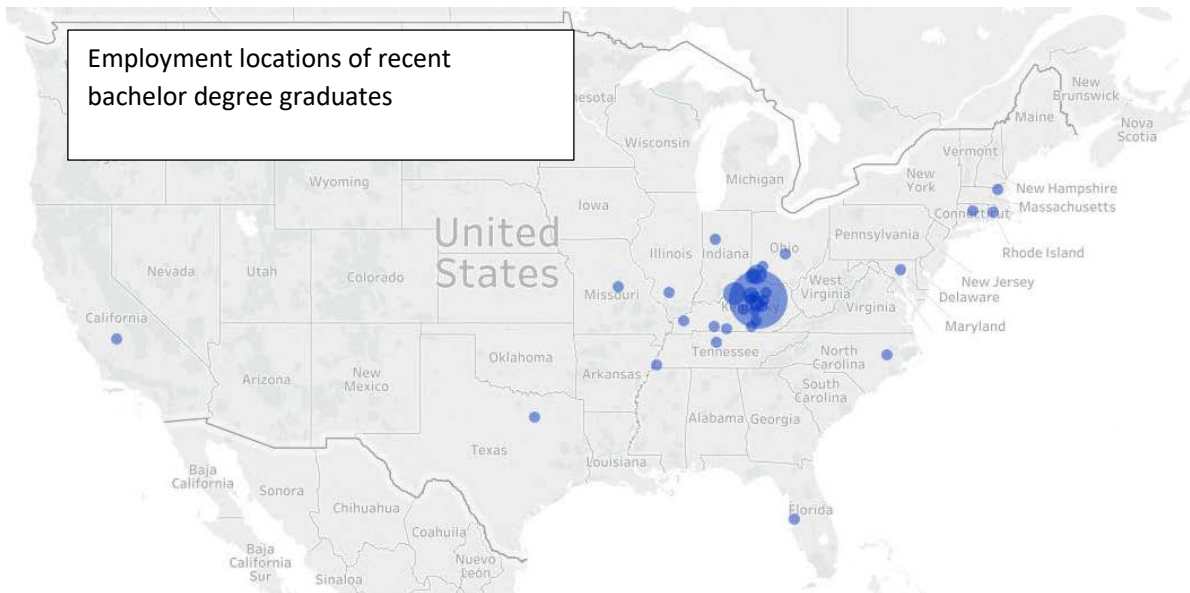


2017 exiting student satisfaction with quality of instruction



Employment status when asked immediately after 2017 graduation

Accepted a position	74
Admitted to a graduate or professional school	41
Exploring graduate or professional school	11
Have one or more offers, have not accepted yet	7
Seeking employment	45



Interpretation of Results and Reflection on Action Steps to Date

Although employers have not yet been surveyed in a systematic way, the college post-graduation student survey continues to provide valuable information for evaluation of programs in relation to student success. The college plans to begin employer surveys in January of 2018. Data provided by the Kentucky Center for Workforce Statistics will be utilized in the future, after the university administration receives the data specific to CAFE programs.

Goal 1C: By 2020, the diversity [as measured by percentage underrepresented minorities (URM) in the freshman class] of undergraduate students recruited to CAFE will increase by 12 percent from a baseline of 13.9% to a goal of 15.6%. Further, the six-year graduation rate (by percentage of graduates who are also URM) will also increase by 12 percent from a baseline of 11.6% to a goal of 13.0% over that time period. Baselines for both figures are the most recent three-year averages.

Strategies proposed in 2016

1. Actively recruit URM students with credentials sufficient for success in the college’s programs.
2. Support URM students through advising, instruction, co-curricular activities, and financial counseling to ensure their retention, progression, and graduation.

Implementation Plans/Action Steps proposed in 2016

1. Leverage the newly identified half-time graduate assistant position (see Goal #4) in the CAFE Office of Diversity, along with the newly provided resource of a Manager of Communications and Marketing position in the Office of Academic Programs to amplify already-existing URM recruiting efforts.
2. Enhance collaborations between the Undergraduate Student Success Team and the Office of Diversity to identify URM students who are in need of support through the above modalities to ensure their success.

Baseline and Metrics proposed in 2016

The baseline of diversity of our incoming freshman class, along with the metric for enhancement in this measure, were established according to the procedures described above in Goal 1C.

Assessment Method/Tools proposed in 2016

Progress toward this goal will be assessed on an annual basis, utilizing official data, which the University of Kentucky submits to the Council on Postsecondary Education each fall semester.

Fiscal Year 2017 Results

CAFE has experienced a 19.4% increase in URM proportion of entering first-year students, measured as a 3-year rolling average, between fall 2013 and fall 2017.

CAFE URM entering freshman headcount								
		Fall 2013-2015		Fall 2014-2016		Fall 2015-2017		% increase of URM proportion
	3 year rolling average of Total entering Freshmen	403		427		463		
	3 year rolling average of entering URM Freshmen	54	13.4%	64	15.0%	74	16.0%	19.4%

While the enrollment of URM students has increased in CAFE, the URM graduation rate gap has decreased (see goal 1A results), highlighting the CAFE commitment to success for all students.

Interpretation of Results and Reflection on Action Steps to Date

We have achieved the goal of a 12% increase in entering URM freshmen. This increase was calculated on the 3-year rolling average to limit potential misinterpretation of results from natural variability between individual academic year data, but current efforts to increase URM enrollment and monitoring of results will continue. This increase indicates that current strategies are producing the desired result.

Goal 1D: By 2020 provide a multi-faceted, fully online MS in Agriculture, Food and Environment.

Strategies proposed in 2016

1. Identify a task force led by a faculty member (familiar with graduate programs) charged with the development of the above MS in Agriculture, Food and Environment.
2. Submit a curricular plan by fall 2018 to the college for the full-blown review process; include necessary course proposals as part of the package.

Implementation Plans/Action Steps proposed in 2016

1. Search out and identify a faculty “champion,” someone who will be invested in making this happen; offer that individual an appropriate DOE as release time or other incentive (for example, up to \$10,000/year in research support).
2. Build and enable a team to function in this capacity; the vision is that several of the team members may be those who would consider preparing online courses for the eventual program, and that highly motivated graduate students may also be invited to take part.
3. This team should consider lessons learned from the development of prior multi-disciplinary programs at the undergraduate level, and invoke those which help them achieve their goals.

Baseline and Metrics proposed in 2016

Submission of a well-designed curricular plan by fall 2018; establish a functioning M.S. program by fall 2020. Beyond that, enrollments in the program sufficient to make it financially sustainable.

Assessment Method/Tools proposed in 2016

Administrative support of the faculty leadership team through the incubation phase (the present through 2020). Once the program is established, assessment will depend on student learning outcomes as well as retention and graduation rates.

Fiscal Year 2017 Results

Developing a business plan for the potential M.S. has become a key factor under consideration in order to help with the development of a program which is likely to succeed based on demand for the educational opportunities it provides to a well-identified audience. A faculty “champion” was identified and began working to develop a general approach to a fully online M.S. degree in Agriculture, Food and Environment, with a focus on continuing education for extension agents. Initial results show significant interest in such a program among agents across the state.

Interpretation of Results and Reflection on Action Steps to Date

The college will continue working on a business plan to assess financial viability of this potential online M.S. program.

Goal 1E: The CAFE Office for Advancement will increase the availability of funding for student scholarships to more than \$1 million by 2020, as well as expand support for academic enrichment and professional development activities, at both the undergraduate and graduate levels.

Strategies proposed in 2016

1. Enhance development team staffing in order to secure appropriate scholarship and other funding sources.
2. Identify specific funding sources to support college-wide and department-level academic enrichment and professional development activities for undergraduate and graduate students.

Implementation Plans/Action Steps proposed in 2016

1. The Dean moved forward in hiring a Senior Director of Philanthropy position who will assess the staffing needs in the department to hire additional positions to help in reaching and enhancing the opportunities for the full team to solicit both scholarships and enrichment/professional development funding as a part of the colleges strategic philanthropy goals.
2. The Office for Advancement is working on identifying funding sources.

Baselines and Metrics proposed in 2016

In FY2016, \$625,213 in scholarships were awarded. The goal is to successfully gain scholarship gift commitments through endowment and other current gifts to the college in the following amounts: 1. FY 2017 – \$50,000; 2. FY 2018 - \$75,000; 3. FY2019 – 125,000; and, 4. FY2020 - \$125,000. This is the amount added to the distributions, which translates to approximately \$7-9 million in new scholarship endowments or additions to current scholarship funds and an increase in annual gifts to fund scholarships to students in the college.

Assessment Method/Tools proposed in 2016

1. Annual portfolio review to include prospects interested in scholarships with new and current major gift officers
2. Tracking of new gifts to fund scholarships through the Millennium reporting system
3. Yearly report of gifts to the college for scholarships—both endowment and current use funding.

Fiscal Year 2017 Results

1. The Dean hired a Senior Director of Philanthropy who started September 1, 2016.
2. An Equine Development Director has also been hired.
3. The Office of Philanthropy and Alumni secured \$26,937,683 in fiscal year 2017 commitments, a 301% increase over 2016 commitments of \$6,723,309.

Interpretation of Results and Reflection on Action Steps to Date

1. The first step has been completed. The Senior Director of Philanthropy has only been onboard since September 1, 2016 and the college has already seen a dramatic increase in philanthropic commitments.
2. Scholarships are vital to the college and a more comprehensive plan of how they will be monitored and managed is in development.
3. Implementing a metric-based, donor-centered philanthropy plan focused on major gifts will be integral to the attainment of this goal.

Goal II: Build and nurture relationships with the people of the Commonwealth and across the world.

Goal 2A: By 2020, increase awareness of college programs and accomplishments by 10 percent.

Strategies proposed in 2016

1. In 2016, develop an external and an internal communications/marketing plan to create CAFE marketing/social media manager position in Agricultural Communications and hire Cornett IMS to assist in plan development.
2. Develop and implement a CAFE faculty and staff on-line orientation program to be taken within the first year of employment or within 18 months of implementation by existing employees.

Implementation Plans/Action Steps proposed in 2016

1. Establish action plan and budgetary recommendations to acquire baseline data collection, then implement long-term tracking goals and identify measures of success using social media metrics and Google analytics to determine visits, as well as click through and time spent per page.
2. Other measures will be determined through development of a marketing plan. Time/expertise within CAFE would be needed. Some online materials already exist in Extension, i.e., what is a land grant? We would then need a segment on academic and research components. Employees would go online and sign in through link blue.

Baselines and Metrics proposed in 2016

1. A social media manager was hired. Established regular meetings with all persons within the college tasked to do any social media, web site maintenance or marketing led by college communications director. Continued meetings with executive marketing team. Contracted with Cornett IMS to assist in developing a strategic marketing plan that aligns itself with both the college and university strategic plans. Completed plan and presented to college leadership. Monitoring monthly analytics.
2. Identified team in August 2016 to develop an online college orientation course. Began data/materials collection for course development.

Assessment Method/Tools proposed in 2016

1. Assessment measures will include social media, web analytics, earned media coverage, scholarship application figures, and donations.
2. The new employee orientation course will utilize myUK portal and will include pre- and post-testing.

Fiscal Year 2017 Results

Social media analytics show increased awareness grew by more than 7% across all platforms. Engagement across all platforms increased by 33%.

Web site analytics reveal increased click through rates, indicating improved engagement.

In spring 2017, the college initiated new internal communication channels. The **College Weekly** provides a weekly calendar of events, one for students and one for faculty/staff. Since implementation, submissions to the College Weekly continue to increase. Email clutter has been reduced by limiting blast emails. The digest also provides an easily accessible archive of the college's current events.

Additionally, the college initiated a monthly e-newsletter. The newsletter includes a message from the Dean as well as additional news of note not included in the weekly email announcements. Analytics will be conducted on this on an annual basis.

Monthly media reports show CAFE receives substantial earned media on a state and national level. Media include all forms - online, print, television, radio etc. In July-August 2017, these included national

markets such as *The Atlantic*, *U.S. News and World Report*, and *WebMD*. CAFE experts appear regularly in Cincinnati, Louisville, and Lexington media markets.

We began a focus on the marketing plan's tagline: It starts with us. **Videos** include students, alumni, faculty, staff and clients discussing what the college means and has done for them.² A committee formed and developed the outline for an online new employee orientation course. The course is currently in the draft stage and out for review. Once approved, employees will access it through Canvas. It is estimated to be ready in early 2018. The course includes pre and post testing.

Interpretation of Results and Reflection on Action Steps to Date

Steps and implementation taken to date have improved overall awareness and engagement with external audiences.

Internal communication appears to have improved but needs further analysis in the coming year to determine results.

To further increase college awareness, plans are underway to add a position that will focus on marketing and promotion of Cooperative Extension.

Pre and post-testing will occur after online training is fully implemented.

Goal 2B: Develop relationships with nontraditional/underserved audiences to increase the organizational clientele base.

Strategies proposed in 2016

1. Conduct a multilingual resource inventory; identify needed multilingual resources by type, and based on prioritized needs, adopt a plan to address these needs.
2. Annually, a committee of research and Extension staff will review Extension Council reports including affirmative action reports to identify patterns/trends for potential needs.

Implementation Plans/Action Steps proposed in 2016

1. Search Ag Communications materials, ask program leaders about existing materials, and use Dept. of Justice – 4-way test to create a plan to address needs for Limited English Proficiency audiences.
2. Meet with Kentucky State University to identify areas for partnerships to aid in reaching underserved audiences (Third Thursday, Small and Minority Farmer Conference, etc.).
3. Compile reports from all counties regarding efforts to reach underserved, minority and non-traditional audiences.

Baselines and Metrics proposed in 2016

1. Number of publications available in other languages
2. Analysis of Kentucky populations and locales to identify areas of likely Limited English Proficiency (LEP)
3. Identification of programs being delivered in other languages (i.e.: Pesticide Safety Training)
4. Number of faculty and staff fluent in other languages, starting with Spanish
5. Affirmative Action plans for every county compiled
6. Assessment of existing programs at county level and above to reach LEP or underserved/non-traditional audiences
7. Partnership efforts with Kentucky State University to assist in reaching target audiences.

Assessment Method/Tools proposed in 2016

1. Counting publications, posts, blogs, and reports year over year targeted at LEP or underserved audiences to determine number of publications each year
2. Number of classes directed towards LEP or underserved audiences and number of published reports each year
3. Online accession data reported each year
4. College analysis of Affirmative Action reports and other data to look for trends and to identify strategies.

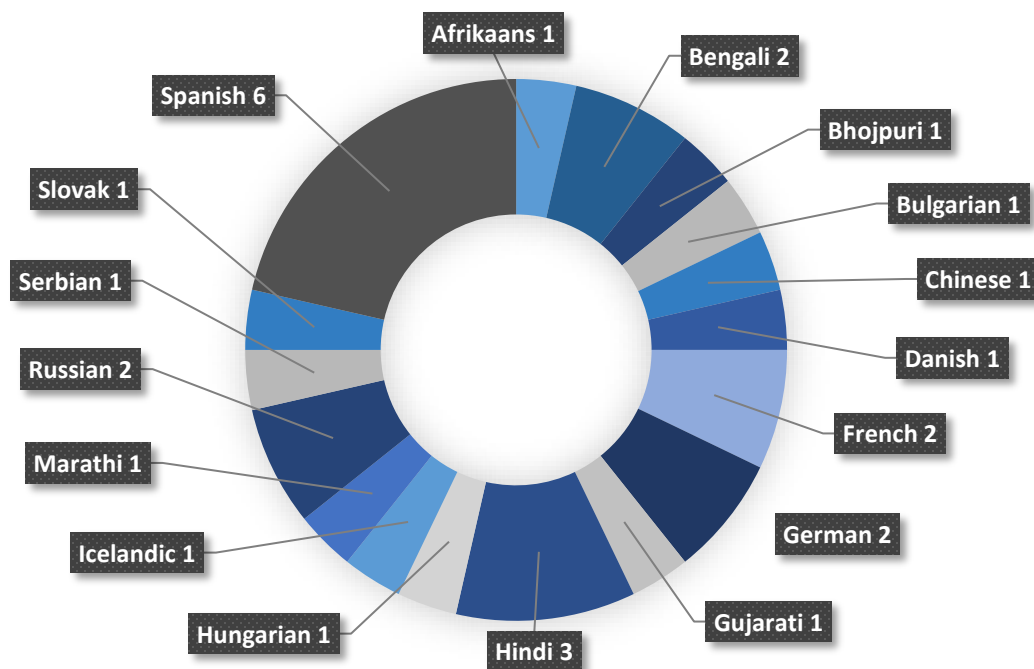
Fiscal Year 2017 Results

The implementation plan is in progress—there are many new Spanish language publications from Extension since the 2016 report. They are stored with their English counterparts, and may be found at the following links.

- 81 Spanish curriculum publications and presentations, <http://www2.ca.uky.edu/hes/internal/HCforEB.php>
- Calendars, no link—these were produced as hard copy only.
- 6 Spanish newsletters published in 2017, <http://fcs-hes.ca.uky.edu/content/healthy-choices-newsletter-archive>
- 2 food safety Wally Cat posters, <http://www2.ca.uky.edu/hes/internal/NEPRes.php>

A survey of the college faculty and staff revealed that there are at least 28 CAFE employees willing to provide translation assistance across 17 different languages.

CAFE's 17 fluent languages and number of available translators for each



A new collaboration is being formed between the Cooperative Extension Service and the Hispanic Studies Department to incorporate Extension materials into the translation exercises for student projects and internships.

Interpretation of Results and Reflection on Action Steps to Date

Good progress has been made on this goal and we are excited to see the outcomes from the collaboration with the Hispanic Studies Department.

Goal 2C: Nurture existing community relationships, networks, supporters, and partnerships with a goal of retaining and building mutually beneficial alliances.

Strategies proposed in 2016

1. Develop and implement a state CARET (Council for Agricultural Research, Extension and Teaching) group with emphasis on advocating for college needs and defining college programs, goals and objectives. Also use CARET as vehicle for federal relations.
2. Develop and implement a written governmental relations plan that includes regular, timely meetings with elected and governmental officials at federal, state and local levels.
3. College administration will meet will commodity groups and other agriculture related organizations for the purpose of gaining support for college goals and objectives.

Implementation Plans/Action Steps proposed in 2016

The Council for Agricultural Research, Extension, and Teaching (CARET) is a national grassroots organization created in 1982 by the Association of Public Land-Grant Universities Division of Agriculture. CARET is composed of representatives from the 50 states, the U.S. territories, and the District of Columbia. CARET's mission is to advocate for greater national support and understanding of the land-grant university system's food and agricultural research, extension, and teaching programs that enhance the quality of life for all people. CARET also works with national agricultural organizations to tell agriculture's "story."

1. CAFE is currently in process of developing state CARET membership. The goal is to have quarterly meetings with the state CARET. Another goal is to have meetings on campus as well as CAFE facilities outside Lexington, such as Quicksand, Princeton and Woodford County.
2. CAFE is in the process of developing a written plan to meet with government officials. Meetings with legislative members in the state General Assembly will be planned during the yearly sessions of the General Assembly in Frankfort. Visits to individual districts will also occur. Congressional delegation meetings will be planned for Washington D.C. visits and at state congressional offices. Meetings with other officials in state offices, such as Department of Agriculture and Governor's Office of Agriculture Policy will also be pursued.
3. Meetings with commodity groups and other agriculture organizations will be scheduled.

Baseline and Metrics proposed in 2016

While some of the above activities are in place and active in the college, the college will begin efforts to routinize and report on these activities.

Assessment Method/Tools proposed in 2016

Annual reports on the above activities.

Fiscal Year 2017 Results

1. CAFE continues to develop criteria for the implementation of the State CARET group. Strong effort is being made to make sure proper representation is established with membership having statewide influence. Final appointments will be made by January 1, 2018 and the first meeting to be held shortly after. The senior assistant dean and director for office of advancement is also reaching out to other land-grant universities to see how they have administered state CARET programs. He is currently looking into the possibility of a regional approach in collaboration with the state CARET board. He continues to attend national CARET meetings in D.C. and elsewhere. One of the CARET appointees now serves on the Southern Region CARET executive board.

Current State CARET group members include:

Mike Bach 2017 Kentucky winner of the Swisher Sweets/Sunbelt Expo Southeastern Farmer of the Year Award	Paul Hornback State Senator, Senate District 20
Alex Barnett Harrison County Judge Executive	Janet Johnson Retired Kentucky Cooperative Extension Service Agent
Warren Beeler Executive Director, Governor's Office of Agricultural Policy	James Kay State Representative, House District 56
Lewis Bradley Senior Technical Sales Specialist, Bayer Crop Science	Kyle Kelly UK Alumnus and Director of Government Affairs and Association Services, Kentucky Retail Federation
Stuart Brown, II, DVM Hagyard Equine Medical Institute	Laura Knoth Executive Director, Kentucky Corn Growers Association
Gary Bush Farm Manager, Denali Stud	Brian Lacefield State Executive Director, USDA Farm Service Agency
Chuck Canter CAFE Alumni Association President	Dave Maples Executive Vice President, Kentucky Cattlemen's Association
Marianne Smith Edge Founder and Principal, The AgriNutrition Edge	Dennis Parrett State Senator, Senate District 10
Charlie Edgington UK Alumus and Owner, Red Barn and Associates	Ryan Quarles Kentucky Commissioner of Agriculture
Robert Foree Federal CARET Representative and President of the Kentucky Cattlemen's Association	Mary Shelman UK Aluma and Industry Advisor, Crop Enhancement
Sharon Furches Chair of Kentucky Farm Services Agency State Committee and Owner of Furches Farms Partnership	Bill Smith Federal CARET Representative
Stephanie Halcomb Operations and Inventory Manager, Walnut Grove Farms	Mark Smith, DVM UK Alumnus and Founder, Knox County Veterinary Services
Lee Hall UK Alumnus and Vice President, Farmers Feed Mill	Michael Smith UK Alumnus and Regional Vice President, Farm Credit Mid-America
Mark Haney President of Kentucky Farm Bureau	David Switzer UK Alumnus and Equine Industry Representative
Richard Heath State Representative, House District 2	

2. The senior assistant dean has met with numerous members of the state legislature on issues affecting CAFE (Forage and Grain Center for Excellence, Cooperative Extension Review, etc). He strives to attend all legislative meetings of the Committee on Agriculture and Tobacco Oversight. He is in communication with staff of the Legislative Research Commission for up-to-date information on issues affecting CAFE.
3. The senior assistant dean has visited D.C several times. Visits included CARET conferences, the Farm Bill update, Professional Extension Leadership Conference, president's research fly in, and 4-H Youth Conference. During each trip, congressional visits were made and reported on.
4. A college representative has attended conferences and events held by commodity organizations such as Corn Growers Association, Cattlemen's Association, Soybean Producers, Farm Bureau, etc. CAFE also has representation on most commodity boards, as well as representation for the duration of the Kentucky State Fair, National Farm Machinery Show, and North American International Livestock Exhibition.
5. CAFE has developed a close relationship with the Kentucky State Department of Agriculture and Governor's Office of Agriculture Policy.
6. In relation to the Extension Review, the senior assistant dean has met with over 60 county judge executives since the beginning of 2017. The college has communicated its appreciation for county support and willingness to work closely with local leadership to better serve the clientele.

Interpretation of Results and Reflection on Action Steps to Date

A written government and external relations plan is still in progress. The plan will realize the importance of building relationships with county, state, and federal leaders (elected officials, agriculture organization leadership, external partners, etc.). Training programs will be provided for college personnel.

Goal 2D: By 2020, develop a process for identifying and responding to emerging issues in Kentucky through a rapid response team system.

Strategies proposed in 2016

Develop CAFE emerging issues teams that are fluid and dynamic consisting mainly of Extension specialists and agents but could include program leaders and selected college administrators, if necessary. Team leaders emerge from teams and will make sure the actions of the team are complete and that regular communication occurs.

Implementation Plans/Action Steps proposed in 2016

Identify subject matter specialists and agents as well as college-level resources and aggregate by subject area. Extension program leaders, director of the UK Veterinary Diagnostic Laboratory, director of the Plant Disease Diagnostic Laboratory and others may be part of a team. More importantly the aforementioned administrators will be one component of a multi-layer approach to identifying emerging issues.

Identifying emerging issues will be a multi-layered approach. There will be a human element and monitoring technology to detect potential emerging issues. Extension program leaders, Diagnostic Laboratories, County Extension plans of work, summaries of local needs discussions and other existing sources will be used to assist in identifying emerging issues.

Consult specialists and agents to identify key words and hashtags used in their subject areas for detection of potential emerging issues through the use of monitoring technology. Generic terms (e.g.: agriculture, food safety, etc.) will also be tracked but won't be as useful as more specific terms.

Teams will be formed around issues, action plans developed, materials developed and shared with those in need of the information.

Baselines and Metrics proposed in 2016

Emerging issues are not defined by time constraints. Some issues may be short lived a few weeks to a couple of months, others may be longer term. Some issues may be multi-year (e.g., drought) requiring a team to address the issue for its duration.

Heretofore, the college has not delved into emerging issues on a systematized basis. Metrics may include issues identified and tracked, action plans developed, responses, teams made or formed, results from the Kentucky Extension Reporting System (KERS) which includes contacts made, impacts, and success stories.

Assessment Method/Tools proposed in 2016

1. Strategic Initiative Metrics/tools in Kentucky Extension Reporting System (KERS)
2. Integrated areas of Extension programming identified, teams named, and relevant learning objectives and evaluation instruments created for each integrated area
3. Success Stories (impact statements) from appropriate Strategic Initiatives (SIs) or the Emerging Issues Team
4. Mobile reporting web application built for Extension programming
5. Use of existing and emerging technology tools to monitor and identify emerging issues:

Fiscal Year 2017 Results

The mobile reporting system through KERS is in place. Enhancements and updates to the mobile system are scheduled for July 1.

Strategic Initiative metric tools are available on KERS.

The college is currently gathering keywords and hashtags for monitoring emerging issues and technology applications for this monitoring are being tested.

A good example of a successful quick response team in action occurred with the 2016-2017 winter freeze as it applies to wheat damage.

The college will explore integrating these activities with Goal 2A regarding the social media metrics gathered for that goal.

Interpretation of Results and Reflection on Action Steps to Date

Plans are in place and this initiative is moving forward.

Goal III: Recruit, develop, and retain exceptional faculty and staff who are leaders in expanding knowledge to improve the quality of life and sustainability of the human and physical environment.

Goal 3A: By 2017, recommend policies and procedures to promote hiring and retention of high quality faculty and staff.

Strategies proposed in 2016

1. Beginning in January 2017, conduct exit surveys with all departing faculty and staff.
2. By 2020, increase the number of named endowed chair and professorships by at least three in each fiscal year through 2020. If this goal is attained prior to 2020, the goal will be adjusted to reflect a new goal number.

Implementation Plans/Action Steps proposed in 2016

1. Use existing and develop new online tools for exit surveys.
2. The new senior director of philanthropy in the CAFE Office of Philanthropy and Alumni is reviewing prospect lists, talking with each department in the College of Agriculture, Food and Environment to determine the number of endowed professorships and chairs needed, and is developing a comprehensive plan for philanthropy to the College. This includes a complete prospect review of potential donors who would be interested in giving a gift in support of this effort to enhance faculty retention and recruitment. Once the plan is complete, the college will prioritize faculty needs to identify prospects interested in faculty support and discuss with them a gift.

Baselines and Metrics proposed in 2016

1. At the present time, the college is not conducting exit interviews or exit surveys for departing faculty or staff. The University implemented an exit survey for faculty through the Office of the Associate Provost for Faculty Advancement & Institutional Effectiveness approximately two years ago that adequately assesses issues related to departing faculty. The college has developed a survey for departing staff that will be implemented starting January 2018.
2. The college has 18 active chair and professorships as of October 31, 2016. At least two additional endowed positions are not being filled at this time, in order to allow the income accounts to grow.

Assessment Method/Tools proposed in 2016

1. The college has studied the average number of faculty and staff that leave the college on an annual basis to determine approximately how many people would need to be reached each year.
2. The college has reviewed the approaches to gathering exit data taken by a number of other institutions of higher learning, including reviewing the content of the exit surveys they use.
3. The college has spoken with Sonja Feist-Price in the Office of the Associate Provost for Faculty Advancement & Institutional Effectiveness to gain insight into what has or has not worked as they have implemented their exit survey for faculty.
4. The Office of Philanthropy and Alumni will present a yearly report detailing those donors that support faculty chairs and professorships. Each development officer will report activity and discussions with donors about possible funding of faculty positions, and we will record activity in the relationship management system, Millennium, in order to track progress of donor discussions.

Fiscal Year 2017 Results

1. The college has too many faculty and staff depart each year (approximately 150-160/year) to be able to conduct exit interviews for each one. Therefore, a draft survey has been developed and will be implemented beginning January 2018. The College will continue to assess whether it would be beneficial to conduct exit interviews for departing faculty to supplement the survey conducted by the Office of the Associate Provost for Faculty Advancement & Institutional Effectiveness.
2. The college has hired a new Senior Director of Philanthropy who started September 1, 2016. The director is overseeing the reporting of donor activity. Retreats have been run to clarify expectations, and the director is putting together information packets. In FY 2017 the Office of Philanthropy and Alumni worked with the Dean and leaders in the college to identify some key faculty lines to seek funding for. In all the college plans to raise \$9 million in faculty endowments by December 2020. This includes Distinguished Graduate Fellowships and Post Docs. These endowments will coincide with some of the College's capital projects—the Grain and Forage Center of Excellence and the Kentucky Spirits Institute related to our Distilling, Wine and Brewing Program; as well as areas related to our educational mission.

Interpretation of Results and Reflection on Action Steps to Date

Progress has been slow on these initiatives, but the college will have the opportunity to utilize information from the exit surveys in the coming year and determine best practices that are needed to improve staff retention.

Goal 3B: Full-time faculty and staff will attend at least one professional development, continuing education, or business-procedure training on an annual basis.

Strategy 1

Before the end of 2016, supervisors, district directors, and department chairs will be notified about this requirement. The requirement should be related to staff and faculty being up-to-date on all policies and procedures related to their roles and responsibilities.

Implementation Plan proposed in 2016

1. By January 2017, require all regular staff major job responsibilities (MJRs) to include an MJR of at least 5% requiring at least one professional development, continuing education, or business-procedure training on an annual basis for all regular staff.
2. By January 2017, require all extension agent position descriptions to include at least one professional development, continuing education, or business-procedure training on an annual basis for all regular staff.
3. By December 2017, incorporate completed professional development, continuing education, or business-procedure training as part of annual performance review or performance evaluation for all regular staff and extension agents.
4. By January 2017, notify all faculty to attend at least one professional development, continuing education, or business-procedure training on an annual basis.
5. Starting in October 2017 require faculty annual performance review CVs to include at least one completed professional development, continuing education, or business-process training.
- 6.

Baseline and Metrics proposed in 2016

Currently faculty and staff are not required to engage in professional development, continuing education, or business-procedure training opportunities and completion of these opportunities is not tracked. In the future, this information will be tracked.

Assessment Tool proposed in 2016

The HR staff evaluation system will be used to determine completed staff opportunities. Academic department chairs (and one center director) will be required to report completed faculty opportunities annually. District directors will be required to report completed extension agent opportunities annually.

Fiscal Year 2017 Results

College administration has decided to start a pilot program to provide funding for staff development and continued education. A staff development fund is being created to provide additional funding to the departments for their staff's professional development. Departments will apply by submitting a written request for funds, and it will be limited to \$500-1000 per request.

Email correspondence will notify staff and their supervisors of the requirement to revise MJRS to include professional development for 2018.

Interpretation of Results and Reflection on Action Steps to Date

Planning is in place and implementation will begin in the coming months.

Strategy 2

By 2018, develop and encourage participation in a mentoring program available to all faculty and staff, including county Extension personnel.

Implementation Plan proposed in 2016

Cooperative Extension will be responsible for the Extension plan, the college chief financial officer will be responsible for the regular staff plan, and the Office of the Assistant Dean for Academic Administration will gather data from academic department chairs regarding faculty mentoring.

Baselines and Metrics proposed in 2016

Currently data on mentoring is not centrally collected. This information will be collected following implementation of a mentoring system.

Assessment Method/Tools proposed in 2016

All academic department chairs and unit directors will be asked to report on this metric annually. Extension will be asked to report annually.

Fiscal Year 2017 Results

A committee was created in September 2017 to develop a mentoring program for all faculty and staff, including county Extension personnel. Members of the committee include Stephen Sizemore, Le Anne Herzog, Vanessa Jackson, Patricia Coakley, Megan Lucy, Jeff Young, Thomas Keene, Christine Tarne, and Kristen Wilson Watkins.

Extension has a well-developed new agent mentoring plan in place and all extension employees are informed of the plan. Current employees are recruited to serve as mentors directly by the potential mentee, and all new agents are encouraged to participate as mentees. More information about the plan can be found at <https://ces-personnel.ca.uky.edu/new-agent-mentoring>.

Faculty mentoring is handled at the department level, and departments are asked to report to the college concerning their mentoring process. Currently, 13 of 14 departments have reported a mentoring process. Nine of those report having a formal process, while four are using a more informal format for faculty mentoring.

Additionally, a faculty lunch and learn session was offered by CAFE Faculty Council in February 2017 to provide information specific for faculty development in the Extension title series. The council invited the associate dean for extension to present information on topics including establishing relationships with stakeholders, listening to the needs and opportunities in the commonwealth, developing a single signature program that establishes synergy between the research expertise of the faculty and the needs of the stakeholders, and outcomes reporting for federal requirements and for faculty performance reviews.

Interpretation of Results and Reflection on Action Steps to Date

The extension agent mentoring program has been well received by both mentors and mentees. The college anticipates the implementation of a similar program for all college employees in 2018.

Some department chairs indicated a desire to learn of the faculty mentoring processes taking place in other departments to help improve their own plans. The college is drafting communication describing the various departmental strategies and discussing making this an agenda item for a future chairs and directors meeting.

Goal 3C: Using categories of faculty and staff, annually review compensation for at least one category per year with the goal of completing all by 2020 and repeat the reviews at least once every five years thereafter.

Strategies proposed in 2016

During 2017, complete a study of the employee groups to determine logical categories and conduct a preliminary review of data by groups. Choose one or more groups to study in depth and determine priority for the group or groups to be studied in 2017, 2018, 2019, and 2020.

Implementation Plan proposed in 2016

Study one or more groups per year and provide a report to the Dean. Work with UK Compensation, unit heads, chairs, and others to determine salary inequities and other salary concerns. Determine where employees are in the salary range band and determine feasibility of acting on salary concerns, based on years of service, performance reviews, and other factors.

Baselines and Metrics proposed in 2016

Currently these data are not collected and analyzed at the college level.

Assessment Method/Tools proposed in 2016

Payroll data, performance evaluation data, budget data.

Fiscal Year 2017 Results

The first group of faculty and staff for compensation review has been selected. The college anticipates completing the compensation review for this group of staff by the end of 2017. The years of service, grades, and pay rates for each person have been pulled and an analysis of experience versus pay rate within the salary bands is in progress.

Interpretation of Results and Reflection on Action Steps to Date

Progress was made on this goal in the first half of 2017. The team looks forward to moving ahead with the other employee groups and utilizing the results to promote compensation equity.

Goal 3D: By 2020, enable the CAFE Office for Advancement staff to increase external funding through gifts and endowments by 15 percent, or 3 percent annually.

Strategies proposed in 2016

1. By 2016, Increase CAFE advancement/development staffing as needed to cover all levels of fundraising—major gifts, annual gifts, planned gifts, scholarship fundraising, and endowments.
2. Increase collaboration and communication between advancement/development staff and college administration, college personnel, and UK's central advancement office.

Implementation Plans/Action Steps proposed in 2016

1. The recommendations regarding the college development program by Marts & Lundy Innovators in the art and science of philanthropy are in progress.

2. The University has a constituent relationship management system in place, but CAFE must utilize this system more strategically to identify and train key staff to have access in order to view, document, and track all contact with donors and prospects.

Baselines and Metrics proposed in 2016

1. The Office for Advancement has been largely a reactive department with a flat revenue stream. By the end of fiscal year 2017, there will be a plan including outcome measures to increase revenue based on baseline data gathered through June 2017.
2. A Senior Director of Philanthropy for the college started September 1, 2016 and is in the process of developing a plan for staffing of the department to better meet the internal and external needs to grow philanthropy to the college.
3. By January 1, 2016 complete assessment of each job within the department and make a recommendation to the Dean for the department needs going forward that will include updating all current job descriptions and reviewing for gaps in service. Hire an equine philanthropy director in 2017, and replace the associate development director in 2017.
4. Collaborate with UK's Central Philanthropy to allow access to the Customer Relationship Management System for specific users for viewing purposes, and develop a system to capture interactions with donors that happen with college faculty and staff not in the Office for Advancement.
5. Based on the final numbers for annual fund, major gifts, capital projects, etc. from July 1, 2016-June 30, 2017, determine, strategically, how much percentage increase can take place year over year going forward to reach a minimum of 15 percent growth in external funding through gifts and endowments.

Assessment Method/Tools proposed in 2016

1. Dashboards are being developed to track activity by each staff person related to their goals and objectives.
2. Create an action plan for each officer to meet strategic fundraising objectives, effectively increasing annual, major, planned, and capital project fund development for the college. This action plan will provide collective goals and objectives to meet regarding increased revenue to the college. The specific percentages will be determined as changes in the department occur.
3. Through mentoring and coaching and the performance appraisal system, set and manage effectively the actions attained by the collective team and report to pertinent stakeholders.

Fiscal Year 2017 Results

A Senior Director of Philanthropy was hired to lead the department September 1, 2016. Philanthropic giving increased from \$6.7M in FY2016 to \$26.9M in FY2017. CAFE now has greater philanthropic commitments than Medicine and is second only to Athletics at UK.

An Equine Development Director has also been hired.

The new senior director and her staff are currently working on the following areas to further increase commitments:

- engagement of alumni
- communication inside and outside of the university
- working with department chairs and centralized philanthropy training at the university level
- developing case reports for every department
- building capacity
- dashboard creation
- action plan implementation
- publicity through the college weekly and monthly newsletters

More information concerning the work of the Office of Philanthropy and Alumni can be found at <https://alumni.ca.uky.edu/>

Interpretation of Results and Reflection on Action Steps to Date

The remarkable 301% increase in philanthropic commitments in the first year indicates that the work of the new director is achieving this goal. This will be monitored annually and the college anticipates using the additional funds to promote college goals and the land-grant mission.

Goal 3E: By 2020, increase external grant and contract funding by 20% above the 2015 total.

Strategies proposed in 2016

By 2016, create new positions as needed in the Research Office specifically to provide enhanced pre- and post-award grant support.

Implementation Plans/Action Steps proposed in 2016

Immediately hire a new position in the Research Office with this responsibility and moreover continue to hire talented new faculty. If necessary, use some of the indirect costs that come back to the college. Make sure the new hires are skilled and familiar with successful grantsmanship.

Baselines and Metrics proposed in 2016

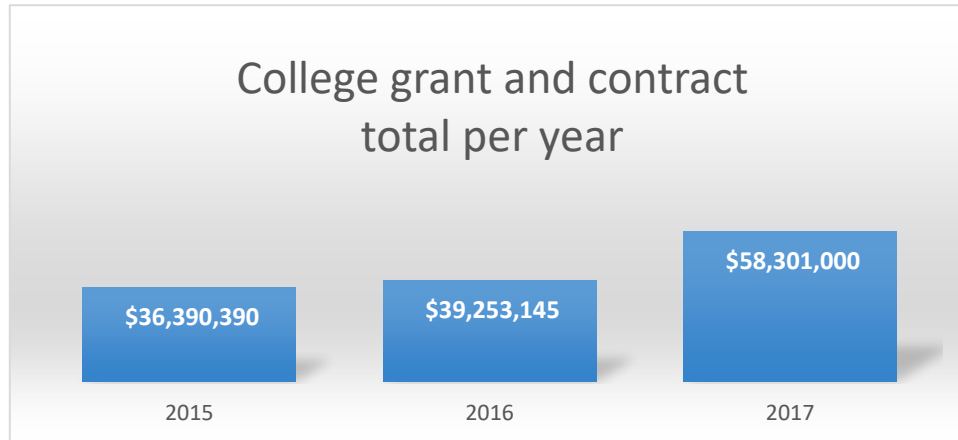
A grants manager was hired to provide expertise to facilitate research gifts, grants and contracts from sponsors on behalf of the CAFE Research Office. Specifically, she will assist in resolving issues with proposals, grants and contracts, assist the Kentucky Agricultural Experiment Station (KAES) associate director with college-level research reports, including the KAES Annual Report, strategic plan metrics, and ad-hoc reports of grant and proposal activity. The grants manager will resolve issues related to proposals and sponsored agreements, including but not limited to indirect cost waivers or exceptions, capital equipment justifications, subcontract establishment, IP issues on industry sponsors and other special circumstances.

Assessment Method/Tools proposed in 2016

The Research Office will develop assessment methods at the college-level with appropriate input from our research programs to monitor extramural funding. This will be enhanced by facilitating the preparation and submission of grant applications by CAFE faculty and to ensure compliance with state and federal regulations.

Fiscal Year 2017 Results

- Grant and contract totals in the college are on an upward trend, with increasing growth each year. Fiscal year 2016-2017 extramural grants and contracts exceeded \$58,301,000. This represents a \$19,048,000 or 49% increase over the previous fiscal year. Fiscal year 2015-2016 grants and contracts increased \$2,862,755 or almost 8% over the previous year for a total of \$39,253,145.
- The Research Office and the CAFE Budget Office have developed a strategy to equitably redistribute federal capacity funds to faculty based on research projects, faculty research DOEs, and other metrics to ensure federal compliance. The Research Office and Budget Office have met with the CAFE Dean to analyze anticipated results of the reallocations based on compliance and performance measures.
- The second phase of a grant-writing workshop with the University of Tennessee was initiated. Multiple nationally competitive proposals are under development as a result of the grant writing workshop.



Interpretation of Results and Reflection on Action Steps to Date

Grants increased from \$36M in FY2016 to \$55M in FY2017. This includes the \$15M grant for the Grain and Forage Center of Excellence, but the increase is still significant if that grant is not included. The outlook is good for this trend to continue as grant submissions are up as well.

Goal 3F: Increase international scholarly exchange and collaboration.

Strategies proposed in 2016

1. Annually, identify and disseminate opportunities for and increase faculty and staff participation in diverse international exchange programs and collaborations.
2. Annually identify faculty and staff international expertise and update and enhance the website to reflect this information.

Implementation Plan

1. A revision and update of the Office of International Programs website was started in 2016, updating is a continuous process. <https://oipa.ca.uky.edu/>
2. The Office of International Programs will embark on a marketing plan.
3. College faculty and staff will be surveyed annually regarding their international work.

Baselines and Metrics proposed in 2016

Heretofore, the college has not collected data on international exchanges and collaborations. This information will be collected each fall and added to the website.

Assessment Method/Tools proposed in 2016

- Updates to CAFE international programs website
- Number of countries/regions visited by faculty and staff
- Purpose of faculty and staff international engagement
- Number of faculty and staff profiles on the website
- Number of international scholars visiting CAFE who have been assisted by the Office of International Programs
- Number of international events
- Number and nature of international memoranda of understanding (MOUs)
- Marketing efforts

Fiscal Year 2017 Results

Website.

International Programs staff met with members of Agricultural Communication Service to work on updating and maintaining the program's website. A University of Kentucky computer science major, Ms. Samantha Richardson, was hired to work on this task.

Additional links were added to the website including the IHSS Office Website, UK Exchange Program, International Programs Link, Quick Link, and Non-Credit International Travel. The International Programs link was added to CAFE's homepage and all departmental homepages.

International Engagement: Countries and Regions.

Data were obtained for 366 international trips made by CAFE faculty and staff to 65 different countries. See Tables 1 and 2 for details.

CAFE Faculty visits to other countries

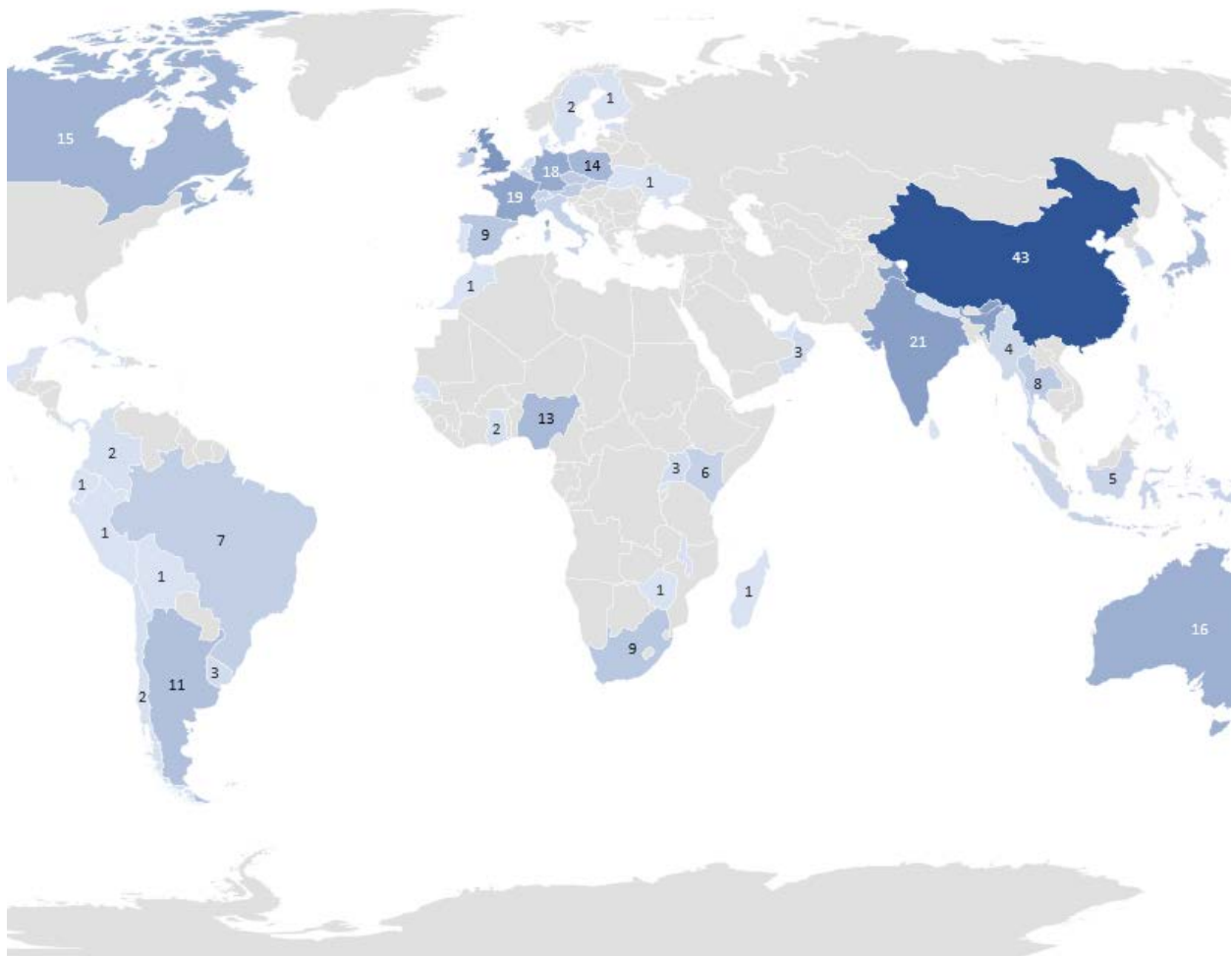


Table 1
Engagement by CAFE Faculty and Staff

Country	Number of Visits
Argentina	11
Australia	16
Austria	8
Belgium	3
Belize	2
Bolivia	1
Brazil	7
Canada	15
Chile	2
China	43
Colombia	2
Cuba	1
Czech Republic	8
Denmark	1
Ecuador	1
Estonia	2
Finland	1
France	19
Germany	18
Ghana	2
Haiti	2
Hong Kong	1
India	21
Indonesia	5
Ireland	6
Italy	6
Japan	12
Kenya	6
Lebanon	1
Madagascar	1
Malawi	2
Mexico	1
Morocco	1
Myanmar	4
Netherlands	3
Nepal	2
New Zealand	2
Nigeria	13
Oman	3
Panama	1
Peru	1
Philippines	1
Poland	14
Portugal	1
Puerto Rico	5
Rwanda	1
Saint Kitts and Nevis	1
Senegal	1
Slovakia	6

Table 1
Engagement by CAFE Faculty and Staff

Country	Number of Visits
South Africa	9
South Korea	5
Spain	9
Sri Lanka	1
Sweden	2
Switzerland	6
Taiwan	1
Thailand	8
Trinidad and Tobago	1
Uganda	3
Ukraine	1
United Arab Emirates	1
United Kingdom	24
United States Virgin Islands	4
Uruguay	3
Zimbabwe	1
Total	366

Table 2
CAFE Faculty and Staff Engagement by Continent

Continent	Number of Visits
Africa	40
Antarctica	0
Asia	110
Australia	18
Europe	159
North America	43
South America	43

Purpose of Travel.

Data were obtained on 234 international trips made by CAFE faculty and staff, not including Education Abroad site visits. The trips generally fell into seven categories as delineated in Table 3.

Table 3
Purposes of CAFE Faculty and Staff Travel

Purpose of Travel	Number of Travelers
Collaboration/Development	41
Conference Attendance	43
Conference Presentations	79
Grant-Funded Work	14
Research	17
Recruitment	1
Meetings	16
Sabbatical	2
Visiting Scholar	7
Other	14

Profiles.

Staff worked to increase the number of faculty profiles to 17 and that number continues to rise. In the future, that tab on the website will be renamed 'Faculty and Staff Profiles.'

International Visits.

Dr. Yongyooth Srigiofun, Vice-President for International Affairs, Maejo University, Thailand, visited CAFE along with their President and his delegation on Thursday, October 19. CAFE had five of Maejo's students working as interns this summer. All five interns, Chanida Theppa, Pramruthai Phansaard, Kanokwan Khanthawong, Somjintana Sutthithanakool and Ga Lee Young, required visas.

Seven students from AgroSup Dijon, France, visited Dr. Laurie Lawrence in May 2017 to study equine nutrition.

Staff assisted with DS2019 forms for Adrien Ribault (Dr. Tim Phillips), Huixia Cui (Dr. Michael Reed), Hanpil Moon (Dr. Michael Reed), Martin Bechu (Dr. Tim Woods), Minjuan Chen (Dr. Michael Reed), Ning Zhang (Dr. Michael Reed), Marziyeh Ronaghi (Dr. Michael Reed), and Xiufeng Xing (Dr. Michael Reed).

International Events.

Staff organized and implemented the 2016 Indonesia Focus (IF) Conference, September 30 - October 1 in Seay Auditorium and Plant Sciences Building. The theme of the conference was "In Pursuit of Indonesia's Sustainable Development."

Director Reed organized the visit of Scott Rozelle, Confucius Institute's Distinguished Scholar Series, *The Inequality of Human Capital Among China's Children and China's Future Growth and Stability*, Young Auditorium, on March 7, 2017.

Director Reed and Dr. Jabir Ali, India Institute of Management, Lucknow, India, presented at UK's Kalam Conference in the Gatton College, September 23, 2016.

Number and Nature of MOUs.

Dr. Iwan Sujawan visited CAFE from Indonesia on July 18, 2016 to discuss collaborations in food science. Dr. Clair Hicks met with Dr. Sujawan in director Reed's absence. They are interested in collaborating with us through the Indonesian International Institute for Life Sciences (i3L) on a course plan to prepare their students for an MS in Food Sciences from UK.

The College has 4 international reciprocal student exchanges, 25 MOUs and 1 additional type of agreement. See Table 4 for details.

Table 4
MOUs and Student Exchanges

Country	MOUs	Student Exchanges	Other
Brazil		1 under consideration	
Chile	1		
China	1		
Czech Republic			1
Denmark			Dual Degree
France	1	1 under consideration	

Table 4
MOUs and Student Exchanges

Country	MOUs	Student Exchanges	Other
Haiti	1		
Indonesia	7, 2 under consideration		
Japan	1	1	
Republic of Korea	1	1	
Myanmar	1		
Niger	3, 1 in process		
Senegal	1		
Serbia	1		
Thailand	1, 1 under consideration		

Marketing Efforts.

Staff made several efforts to increase the visibility of International Programs across CAFE, including the following:

- Met with social media consultant, Tiffany Cochran
- Increased communications and improved the relationship with UK International Programs
- Worked with UK International Student Association and assisted with a program at Young Library
- Provided fliers to all new faculty members at CAFE Faculty Council New Faculty Workshop in August.
- Printed new business cards for director Reed that now includes the International Programs web address
- Participated in the 2016 CAFE Roundup program and included
 - International Programs tablecloth
 - Display Board
 - Program Information Sheet
 - Country Information Cards
 - Bookmarks
 - Ink Pens
- Created a new bulletin board outside director Reed's office in the Barnhart Building
- Had new signage installed over director Reed's office door
- Participated in Lunch and Learn, December 8, 2016 organized by the CAFE Faculty Council
- Dr. Mike Reed, director, met with CAFE chairs and directors in October 2017 to provide an overview of the office's programs and services.

Interpretation of Results and Reflection on Action Steps to Date

Office of International Programs staff continue to work to get faculty members to engage in the website so efforts are being made to make CAFE faculty more aware of the site and encouraging them to participate. Good progress has been made to date and plans are in place to further educate CAFE personnel on international opportunities.

Goal IV: Show CAFE commitment to diversity and inclusion to attract and retain students, staff, and faculty, and provide a culturally aware environment for successful engagement in a global society.

Goal 4A: By 2020, recruit and retain a diverse faculty and staff population that reflects state demographic distribution.

Strategies proposed in 2016

1. Faculty search committees and staff hiring committees will be asked to go through unconscious bias or diversity related training.
2. Annually examine, compare, and share data on faculty, staff, and students across race, ethnicity, and gender against benchmarks, census, and industry to determine if CAFE is reaching goals.
3. Add an Office of Diversity staff member that focuses on the needs of the Hispanic/Latino community.
4. Implement a survey to faculty and staff that assesses CAFE as a welcoming, diverse, and inclusive environment.

Implementation Plans/Action Steps proposed in 2016

1. Develop and improve policies and procedures to provide structured and consistent guidance to all departments related to the hiring and retention of diverse faculty and staff. Utilize UK's Unconscious Bias Initiative (UBI).
2. Work with CES Office of Extension Personnel and Office of Institutional Equity to receive accurate data.
3. Hire a 20-hour/week graduate student.
4. Work with CES Program and Staff Development to construct surveys.

Implementation Plans/Action Steps proposed in 2016

1. New faculty search committees and all UK employees are taking part in UK Unconscious Bias Training.
 - i. Faculty and staff have been identified and trained to deliver UBI training.
 - ii. A CAFE Team has been identified to determine ways to have all UK Faculty and Staff participate in UBI Training
2. Leverage the newly identified half-time graduate assistant position in the CAFE Office of Diversity, along with the newly provided resource of a Manager of Communications and Marketing position in the Office of Academic Programs to amplify already-existing faculty and staff recruiting efforts.
3. Enhance collaborations between the Office of Extension Personnel, Research Office, and the Office of Diversity to identify potential faculty and staff who are in need of support to ensure their success.

Baseline and Metrics proposed in 2016

Relating to faculty and staff recruitment and retention, metrics and baselines are in alignment with the university's goals set forth by the University of Kentucky Office of Institutional Equity.

<http://www.uky.edu/sotu/diversity-and-inclusivity>. The goals are based on the availability and labor market in which you can reasonably recruit. The faculty market is a national labor market and staff positions will be based on a local labor market. The categories of African Americans and Hispanics are broken out because African Americans are the group in the state that has been historically discriminated against and Hispanics are the fastest growing population in the state. Those numbers are sent to the Kentucky Council on Post-Secondary Education and are also rolled into the University of Kentucky Diversity Plan.

Assessment Method/Tools proposed in 2016

CAFE’s progress toward this goal will be assessed on an annual basis, utilizing official data from the Office of Institutional Equity. The goals are configured every three years.

Fiscal Year 2017 Results

The following results have been provided for faculty and staff by the Office of Institutional Equity with specific goals based on the availability and labor market in which the organization can reasonably recruit. CAFE has surpassed its baseline goal of 10.7% in the category of All Minorities with a percentage of 16.3%.

CAFE has made progress in the targeted areas, however, the college has not reached the goals in any of the categories specified except for All Minorities. However the lack of reaching goals in the other categories is consistent with colleges of agriculture across the nation. Faculty recruitment and retention of Women, All minorities, African-Americans, and Hispanics and Latinos has and will continue to be a challenge. Faculty search committees are trained in unconscious bias, and faculty announcements have been disseminated through identity-based organizations across the country. Staff recruitment and retention goals are configured similar to faculty. However, in regard to staff, we also look at state demographics to serve as a baseline as opposed to national demographics.

CAFE	2013-2014	2014-2015	2015-2016	2016-2017	CAFE 2016-2017 %	UK Baseline	UK 2020 Target
Faculty	242	242	241	245			
Females	69	71	73	81	33.1%	37.1%	48.2%
African American/Black	5	6	6	7	2.9%	3.2%	6.9%
Hispanic/Latino			3	6	2.4%	3.5%	4.2%
All Minorities	27	32	35	40	16.3%	10.7%	

In the female professional staff category (health, administrative support, student support, and technical support) CAFE has reached its goals for professionals, office/clerical, and technical/para-professional groups. In the area of African American and Hispanic staff, CAFE has not reached its goals. The director for cooperative extension service personnel has identified a consistent process going forward for hiring staff in county extension offices to focus on diversity, equity, and inclusion. In 2017, three UK Cooperative Extension Service agents who are African-American have been hired in Pulaski, Powell, and Monroe County utilizing the “agent at large” position, which targets minority and under-represented populations. Additionally, the Cooperative Extension Service had a total of 51 interns for the summer of 2017 with 10 of the interns from underrepresented groups. Moreover, as of September 21, 2017, CAFE has led the university with 1,886 faculty and staff trained in unconscious bias.

The UK Cooperative Extension Service Internship Program included 10 minority interns funded by the college in fiscal year 2017.



CAFE Female Staff 2016 -2017	Total	%	Goal
Professionals	442	60.8%	50.0%
Office & Clerical	297	95.5%	50.0%
Technical/Paraprofessional	191	65.9%	50.0%

CAFE All Minorities Staff 2016 -2017	Total	%	Goal
Professionals	61	8.4%	13.3%
Office & Clerical	13	4.2%	14.9%
Technical/Paraprofessional	32	11.0%	13.1%

CAFE African – American Staff 2016 -2017	Total	%	Goal
Professionals	27	3.7%	5.1%
Office & Clerical	12	3.9%	11.6%
Technical/Paraprofessional	11	3.8%	8.3%

CAFE Hispanic Staff 2016 -2017	Total	%	Goal
Professionals	7	1.0%	1.5%
Office & Clerical	1	0.3%	1.6%
Technical/Paraprofessional	6	2.1%	1.7%

Interpretation of Results and Reflection on Action Steps to Date

The college has made progress over the last year. Total faculty have increased by five, particularly with women in faculty positions increasing by eight. The All Minority Group Faculty have increased by five, African-American have increased by one, and Hispanic faculty have increased by three. Further, the college has reached the goal for All Minorities pre-determined by the formula set forward by the Office of Institutional Equity. However, we have not reached our goal in the categories of Women, African-American, and Hispanic Faculty. CAFE is moving in the right direction with increases in all areas and recognizing that recruitment of minorities and women to be a challenge across the country.

Moving forward, continued discussions are in place to develop a pipeline of faculty in the respective areas utilizing the Diversity Research and Teaching Fellowship provided by CAFE, the Unconscious Bias Initiative, and the recently formed CAFE Diversity Research Internship Program supported by the college's Office of Research. Additionally, discussions have begun to form a Future Faculty Program with the Office of Institutional Diversity and Faculty Advancement for post-doctoral students and graduate students who are looking for faculty positions in colleges across the university. The Future Faculty Program will be focused on establishing and developing significant meaningful relationships with prospects—especially those from groups underrepresented in the professoriate, such as minorities and women. The program will provide the opportunity for participants to gain a deeper understanding of the challenges and rewards of a faculty career and develop a network of emerging scholars in priority research areas who could be candidates for future vacancies.

Goal 4B: Foster a college environment of diversity and inclusion through required programs for students, faculty, and staff.

Strategies proposed in 2016

1. Provide an annual college-wide diversity/cultural event for faculty, staff, and students.
2. Ensure college and departmental websites link the International Center as a resource for college faculty/staff.
3. Offer learning and development workshops related to diversity and inclusion for students, faculty, and staff with surveys that assess the effectiveness of the workshops to determine UKCAFE's goal toward inclusive excellence.
4. Increase the number of existing or new courses that embed diversity, cultural, and global perspectives in curricula by two courses per year.
5. By 2017, Develop standardized undergraduate student learning outcomes related to diversity, culture, and global perspectives

Implementation Plans/Action Steps proposed in 2016

1. Build on the first Intercultural Awareness Day held in 2016.
2. Identify an office to which this task and tracking can be assigned.
3. Assemble a small team of faculty/staff to develop the learning outcomes, which can then be shared with the Undergraduate and Graduate Curriculum Committees of the college for approval.
4. Work with newly-formed Graduate and Undergraduate Student Success teams to identify faculty and staff to develop learning outcomes and ways to increase the number of existing courses that embed diversity, cultural and global perspectives. Current Goal IV co-chair is also a part of Undergraduate Student Success Team.

Baseline and Metrics proposed in 2016

In looking at baseline and metrics, CAFE has utilized the UK@Work survey as a metric and the provost overall results specifically to compare our progress in the area of diversity and inclusion. The questions asked by the survey consisted of the following:

- UK leadership recognizes and respects the value of human differences
- I feel a sense of community at UK
- I feel that UK leadership supports equal opportunity for all faculty/staff
- UK effectively addresses campus incidents of intolerance and bigotry.

Assessment Method/Tools proposed in 2016

Results from the UK@Work survey will be used to determine the level of CAFE faculty and staff perceptions of diversity and inclusion, and compare the college level results to those of the university as a whole as represented by the provost area overall scores. The provost area overall scores in the areas were as follows in the 2015-2016 survey results: UK leadership recognizes and respects the value of human differences (**73**), I feel a sense of community at UK (**70**), I feel that UK leadership supports equal opportunity for all faculty/staff (**63**), and UK effectively addresses campus incidents of intolerance and bigotry (**62**). **The overall Diversity and Inclusion Provost score was 67.** Going forward, CAFE will be able to compare its results not only to the Provost score, but also against the previous two years to assess growth.

https://administration.ca.uky.edu/files/ukwork_all_academic_units.pdf

Fiscal Year 2017 Results

- CAFE's scores in UK@Work survey are higher in the following areas than the provost overall; leadership recognizes and respects the value of human differences (**79**), I feel a sense of community at UK (**74**), I feel that UK leadership supports equal opportunity for all faculty/staff (**71**). UKCAFE is equal to the provost overall in the area that UK effectively addresses campus incidents of intolerance and bigotry (**62**).
- The second annual Intercultural Awareness Day was held October 26, 2016. There were over 150 in attendance, over 45 faculty, staff, and student nominations, and over 25 students that applied for the scholarship provided by the event. The Third Intercultural Awareness Day Event is being scheduled for February 27, 2018. A committee has convened and the focus of the event for the 2017-2018 year will be on "Understanding the Religious Diversity of the UK College of Agriculture, Food and Environment."
- The current co-chair of the CAFE Strategic Plan Goal IV Action team is also university co-chair for the university-wide Student Unconscious Bias Committee. The university-wide committee had a retreat September 1, 2017 to roll out the new UBI training for students participating in UK 101. Additionally, all freshman students in CAFE are currently taking GEN 100 and will receive a diversity and inclusion workshop/training that corresponds to a research track selected by the Gen 100 instructor. As a result, 580 students will be trained at the conclusion of the 2017 fall semester. End of semester surveys are provided to instructors to assess the learning and development of students.
- A workshop on *Living Authentically: A Transgender Perspective* was hosted in collaboration with UK Cooperative Extension Service, CAFE Office of Diversity, and Office of LGBTQ Resources. There were 18 participants.
- The Department of Entomology hosted a departmental workshop on diversity, equity, and inclusion as part of a departmental meeting.
- The School of Human Environmental Sciences took part in the Intercultural Development Inventory as part of its fall retreat. As a result, 72 faculty were assessed and provided individual development plans.
- The UK College of Agriculture, Food and Environment ambassadors (28) and director of student relations participated in the Intercultural Development Inventory assessing their ability to bridge and navigate across cultural differences. All participants received individual development plans. All 2017 CAFE teaching assistants have received diversity, equity and inclusion training as part of their fall orientation.

- All new faculty received a segment on diversity, equity, and inclusion as part of their new faculty orientation.
- Unconscious Bias training sessions were provided for all faculty and staff—85% (1,604 individuals) of the CAFE employees participated including 71% of the faculty, 72% of the on-campus staff, and 98% of the extension staff. Some of the training sessions were specific to the faculty search process.
- There have been several pre-college collaborations in CAFE that focus on a variety of populations—while educating the faculty and staff who participate and providing tours and workshops. The Junior Minority in Agriculture, Natural Resources and Related Science (MANRRS) Conference is a free conference for middle and high school students held at CAFE. The Junior MANRRS Leadership Conference, last held in December of 2016, had over 250 participants with a variety of departmental personnel acting as speakers, workshop leaders, and tour guides. Additionally, the college hosted the National Youth Conference on June 27-29, 2017, which provided scholarships, academic preparation and learning and development for over 100 youth. The conference was a collaborative endeavor among several departments.
- CAFE is offering 13 education abroad programs for the summer of 2018.
- CAFE has six new courses that include diversity, equity, and inclusion in the curriculum.

Interpretation of Results and Reflection on Action Steps to Date

CAFE achieved good participation in unconscious bias training and workshop participation across the college as a result of efforts of the assistant director of faculty resources, the Office of Diversity, and the Center for Student Success. Additionally, CAFE has scored higher on the UK@Work survey than the provost overall score in all areas of diversity and inclusion except for the category UK effectively addresses campus incidents of intolerance and bigotry, in which CAFE equals the provost score.



Among staff, CAFE scored higher than the provost overall score in every category. Among Faculty, CAFE scored higher than the provost overall score in every category except for UK effectively addresses campus incidents of intolerance and bigotry. We continued to move forward in highlighting resources at the University, particularly the Bias Incident Response Team to deal with issues on intolerance and bigotry.

Goal V: Produce innovative solutions through multidisciplinary collaborations.

Goal 5A: By June 2016, a system will be implemented for fostering new collaborative opportunities.

Strategies proposed in 2016

Existing multidisciplinary collaborations will be benchmarked annually in order to measure the current status and the development of new multidisciplinary collaborations.

Implementation Plans/Action Steps proposed in 2016

The associate dean in each mission area, research, extension, and instruction, will highlight and report on one multidisciplinary team each year and develop a strategy for catalyzing other teams.

Baselines and Metrics proposed in 2016

Heretofore, the college has not collected this information but in the fall of 2017 will begin reporting annually on this metric.

Assessment Method/Tools proposed in 2016:

Existing multidisciplinary collaborations will be benchmarked annually in order to measure the current status, and the development of multidisciplinary collaborations on an annual basis.

1. For Instruction, the associate dean for Instruction will report on instruction with a multidisciplinary focus on an annual basis.
2. For research, the Research Office will report annually on collaborations within the college and outside collaborations in which the college is involved.
3. For extension, the Cooperative Extension Office will take over the responsibility of the annual report of multidisciplinary extension projects.

Fiscal Year 2017 Results

Instruction

- The Department of Plant Pathology is currently investigating a potential new multidisciplinary Vector Biology program.
- The college is collaborating on the new Undergraduate Certificate in Distillation, Wine and Brewing Studies. This certificate is administered in the Department of Horticulture.
- The college has increase centralized student support through the Center for Student Success to help advisors in the departments coordinate efforts.
- The Department of Plant and Soil Sciences and the Department of Horticulture collaborate to provide the Horticulture Plant and Soil Sciences B.S. degree, working to improve enrollment and to enhance student opportunities.
- The college has multiple successful multidisciplinary programs in which faculty from several departments and disciplines provide curriculum—Agricultural and Medical Biotechnology (ABT), Natural Resources and Environmental Science (NRES), and Equine Science and Management (ESM). The enrollment rates for ABT and NRES continue to increase each year.
- The Department of Plant and Soil Sciences, working in concert with the Department of Horticulture, has integrated their graduate programs to create a single Integrated Plant and Soil Sciences program, which is by far the largest graduate program in the college.

Research

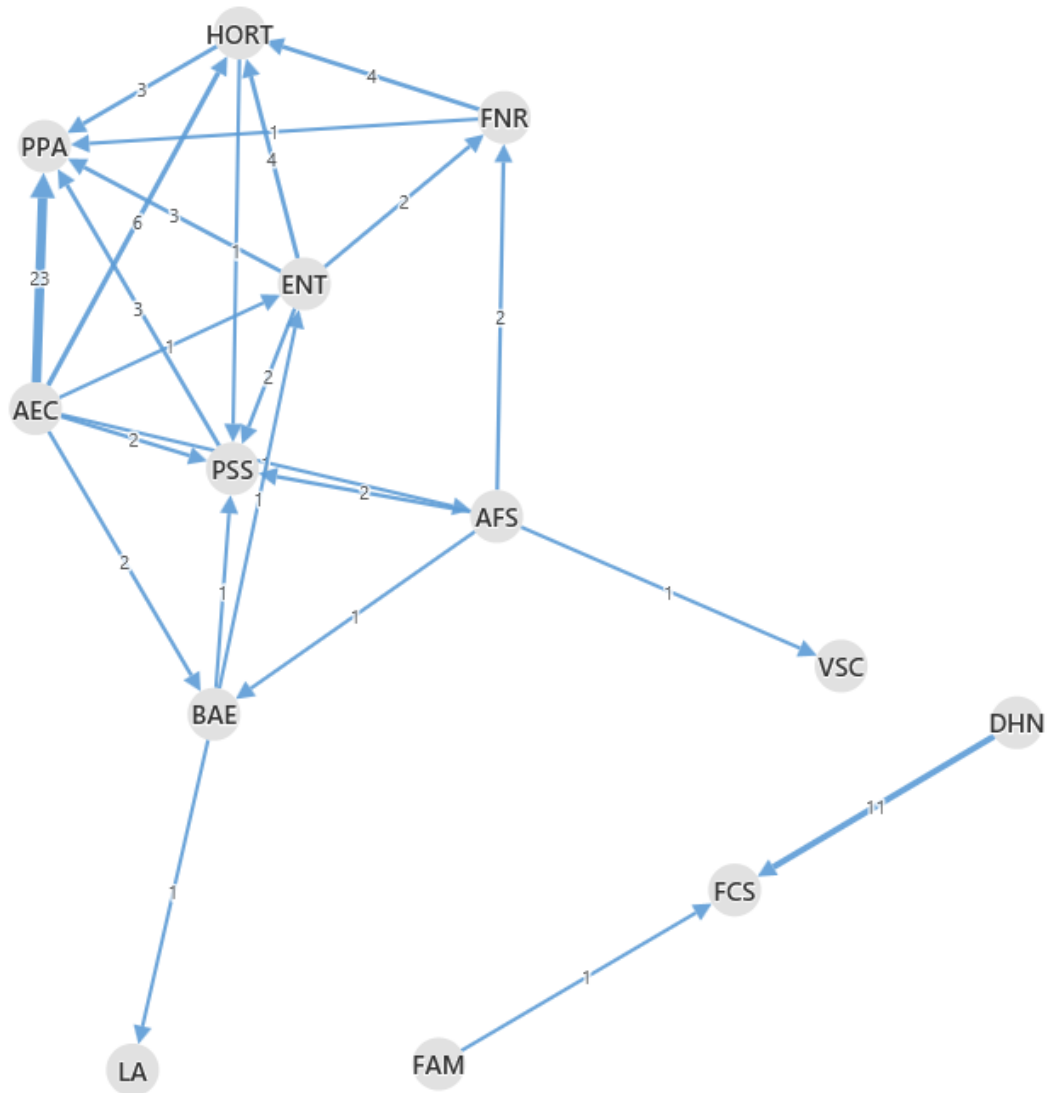
- UK faculty attended a collaborative grant writing workshop in March 2017 at UT Knoxville to stimulate inter-organization collaborations.
 - 64 UK faculty attended, 2 from A&S, 1 from CAER, 1 from College of Medicine, and 60 from CAFE. Approximately 60 participated from UT.
 - Preproposals were submitted to the Associate Dean for Research at UK and the Dean of the UT Institute of Agriculture. CAFE faculty are the primary investigators on 4 of 12 selected for full proposal development, and collaborators on several others.
 - After July, phase two initiated with a meeting at UK Agricultural Information Center between the consulting grant writer and faculty from UK and UTIA to develop full proposals.
 - Anticipated completion of 12 proposals to national funding agencies in December 2017 including 2 to NSF, 2 to NIH, and 8 to USDA NIFA.
 - Teams are currently being identified for a planned 3-way partnership for a similar workshop with UK, UT, and Virginia Tech in June 2018.
- Igniting Research Collaborative Program coordinated by the UK College of Pharmacy
 - 11 colleges participated in the Igniting Research Collaborations program.
 - 49 proposals submitted including 10 from CAFE.
 - CAFE provided \$50,000 to the campus-wide pool.
 - All proposals were multidisciplinary and cross-college collaborations.
 - 2 proposals were funded
 - Dr. David Williams is collaborating with faculty in the College of Pharmacy to study industrial hemp CBD oils on brain development on a \$30K project.
 - Dr. Bill Ford is collaborating with faculty in the College of Arts and Sciences to study biogeochemical characterization of water quality on a \$25K project.
- A CAFE undergraduate research pilot program began in September 2017 with five undergraduates who are being given opportunities to conduct research with CAFE faculty. These are one semester research projects with an hourly stipend and funding for materials and supplies. Students will present their original research at a meeting or seminar. Two students are funded through a collaboration with the United States Forest Service and conducting research in the Daniel Boone National Forest.
- The following sampling of multidisciplinary publications is taken from the calendar year 2016 Experiment Station report. It is a list of publications where there are authors who are faculty members in at least two different CAFE departments. This only counts CAFE faculty members, not staff or graduate students, and only shows collaboration within CAFE, not between CAFE and other colleges, so it should only be taken as a sampling, not a definitive list of collaborative papers.
 - Owusu-Amankwah, G., J. Swanson*, J. Allen, J. Han, and A. Davis**. Restaurant tax feasibility: Determinants of restaurant threshold price. *International Journal of Hospitality Retailing and Tourism Management*, **Agricultural Economics
 - Eckelkamp, E.A., J.L. Taraba*, K.A. Akers, R.J. Harmon, and J.M. Bewley**. Sand bedded freestall and compost bedded pack effects on cow hygiene, locomotion, and mastitis indicators. *Livestock Science* 190:48—57.
*Biosystems and Agricultural Engineering, **Animal and Food Sciences
 - Eckelkamp, E.A., J.L. Taraba*, K.A. Akers, R.J. Harmon, and J.M. Bewley**. Understanding compost bedded pack barns: Interactions among environmental factors, bedding characteristics, and udder health. *Livestock Science* 190:35—42.
*Biosystems and Agricultural Engineering, **Animal and Food Sciences

- Klotz, J.L., G.E. Aiken**, J.R. Bussard, A.P. Foote, D.L. Harmon*, B.M. Goff**, F.N. Schrick, and J.R. Strickland. Vasoactivity and vasoconstriction changes in cattle related to time off toxic endophyte-infected tall fescue. *Toxins* 8(10):271. Published online: doi:10.3390/toxins8100271.
*Animal and Food Sciences, **Plant and Soil Sciences
- Liang, D., L.M. Arnold, C.J. Stowe*, R.J. Harmon**, and J.M. Bewley**. Estimating U.S. clinical dairy disease costs with a stochastic simulation model. *Journal of Dairy Science* 100(2):1472—1486.
*Agricultural Economics, **Animal and Food Sciences
- Brislén, L., K. Tanaka*, and K. Jacobsen**. Preferred knowledge sources for beginning farmers: The case of Kentucky. *Journal of Extension* 54(4):4FEA5.
*Community and Leadership Development, **Horticulture
- Baldwin, R.L., A.V. Capuco, C.M. Evoke-Clover, P. Grossi, R.K. Choudhary, E.S. Vanzant*, T.H. Elsasser, G. Bertoni, E. Trevisi, G.E. Aiken**, and K.R. McLeod*. Consumption of endophyte-infected fescue seed during the dry period does not decrease milk production in the following lactation. *Journal of Dairy Science* 99(9):7574—7589. Published online: doi:10.3168/jds.2016-10993.
*Animal and Food Sciences, **Plant and Soil Sciences
- Florea, S., T.D. Phillips*, D.G. Panaccione, M.L. Farman**, and C.L. Schardl**. Chromosome-end knockoff strategy to reshape alkaloid profiles of a fungal endophyte. *G3-Genes Genomes Genetics* 6(8):2601—2610.
*Plant and Soil Sciences, **Plant Pathology
- Lim, G.H., M.B. Shine, L. de Lorenzo, K.S. Yu, W.E. Cui, D. Navarre, A.G. Hunt*, J.Y. Lee, A. Kachroo**, and P. Kachroo**. Plasmodesmata localizing proteins regulate transport and signaling during systemic acquired immunity in plants. *Cell Host and Microbe* 19(4):541—549. Published online: doi:10.1016/j.chom.2016.03.006.
*Plant and Soil Sciences, **Plant Pathology
- Xavier, K., T. Pfeiffer*, D. Parreira, and L. Vaillancourt**. The potential impact of anthracnose on sweet sorghum production. *Phytopathology* 106(2):16.
*Plant and Soil Sciences, **Plant Pathology
- Nielsen, M.K.*, E.M. Donoghue, M.L. Stephens, C.J. Stowe**, J.M. Donecker, and C.K. Fenger. An ultrasonographic scoring method for transabdominal monitoring of ascarid burdens in foals. *Equine Veterinary Journal* 48(3):380—386.
*Veterinary Science, **Agricultural Economics

Extension

- Among the 114 extension publications in FY2017, 51% (58) were multidisciplinary collaborations with authors from more than one unit in the college. The following chart and table show the multidisciplinary extension publications in each unit from FY2017.

Interdisciplinary collaboration among extension publications



Unit	Number of Extension publications with authors in other units
Agricultural Economics	42
Animal and Food Sciences	8
Biosystems and Agricultural Engineering	4
Community and Leadership Development	1
Dietetics and Human Nutrition	11
Entomology	6
Family and Consumer Sciences	20
Family Sciences	1
Forestry and Natural Resources	8
Horticulture	15
Landscape Architecture	4

Unit	Number of Extension publications with authors in other units
Plant and Soil Sciences	19
Plant Pathology	34
Regulatory Services	1
Veterinary Science	1

- The Kentucky Extension Reporting System shows multistate collaborations by fiscal year. Over 4,500 multistate days across 78 programs were reported in FY 2017, with an average of 59 multistate days per program.

FY 2017 Major Programs	FY 2017 Total Days Per Each Major Extension Program	Days Reported as Multi-State Efforts
1001 - Backyard Streams	86.810	7.000
1002 - Ag Water Quality Program	649.795	30.375
1003 - Urban Environments (water issues)	392.475	110.226
1011 – Beef	4781.370	177.665
1012 – Dairy	1090.780	333.300
1014 – Swine	193.360	4.500
1015 – Poultry	601.045	81.000
1016 - Small Ruminants	290.975	5.250
1017 – Equine	807.005	120.535
1018 - Bees/Beekeeping	502.640	42.235
1021 - Local Food Systems	1696.370	82.925
1031 - Home & Consumer Horticulture	7619.115	48.845
1032 - Master Gardener	1413.365	83.370
1041 - Pesticide Safety – Plant Pests	260.260	3.910
1042 - Chemical Crop Management Tools	137.045	6.000
1043 - Integrated Plant Pest Management	329.425	11.500
1051 - Commercial Horticulture	3329.840	388.685
1052 - Commercial Horticulture - Landscape Ecosystems	323.735	65.750
1053 - Commercial Horticulture - Crop Marketing	64.325	9.560
1054 - Farmer's Markets	1531.615	5.040
1061 - Sustainable Agriculture	4010.155	35.100
1071 - Grain Crops	3554.775	184.085
1072 – Forages	1629.650	73.410
1073 – Tobacco	878.890	92.375
1074 – Soils	378.680	18.125
1081 - Farm Management	2797.995	57.500
1082 - Ag Marketing	786.130	46.625
1083 - Ag Policy	298.890	7.000
1091 - ANR Biotechnology	206.910	37.000

FY 2017 Major Programs	FY 2017 Total Days Per Each Major Extension Program	Days Reported as Multi-State Efforts
1101 - Data Management & Tech	112.455	23.380
1121 – Forestry	1517.515	69.540
2001 - Kentucky Extension Leadership Development	260.225	0.880
2002 - Champion Food Volunteers	60.425	0.125
2004 - Kentucky Extension Homemaker Association	3322.050	1.750
2005 - Empowering Community Leaders (general)	2274.660	29.510
2011 - Keys to Embracing Aging	217.855	9.625
2015 - Embracing Life as We Age (general)	707.285	52.500
2021 - Get Moving Kentucky (Physical Activity Based	543.100	9.500
2023 - Weight the Reality Series	190.925	4.000
2024 - Making Healthy Lifestyle Choices (Curriculum)	259.320	0.375
2027 - Making Healthy Lifestyle Choices (general)	3659.715	39.000
2037 - Nurturing Families (general)	2072.390	233.575
2043 - Disaster Preparedness	106.695	42.000
2046 - Promoting Healthy Homes and Communities	1356.160	183.000
2052 - Estate Planning	36.605	0.125
2055 - Managing in Tough Times	116.510	3.250
2056 - Securing Financial Stability (general)	765.830	17.625
2061 - Plate It Up! Kentucky Proud	638.775	0.250
2062 - Food Preservation	618.985	1.000
2064 - Maternal & Infant Nutrition	14.175	4.000
2065 - Food Preparation	710.885	0.500
2066 - Accessing Nutritious Foods (general)	11831.780	315.915
3001 - Business Retention and Expansion	386.695	29.910
3002 - Agritourism Planning	290.880	3.000
3003 - First Impressions	160.505	5.000
3004 - Economic Gardening	57.945	4.250
3011 - Kentucky Extension Leadership Development	542.630	1.250
3014 - Facilitation Training	123.285	12.500
3021 - Local Food System Development and Mapping	67.015	11.000
3031 - Community Design/Creative Placemaking	268.430	54.660
3032 - E-Commerce for Artisans	5.875	1.000
3033 - Trail Design	200.535	38.290
3034 - Arts Engagement	1066.515	122.100
3041 - Building Healthy Coalitions	293.475	10.750
3042 - Community Health Needs Assessment	64.355	1.000
3044 - Health Leadership Program	31.265	1.000
3051 - Community Strategic Planning	683.035	38.750
4001 - 4-H Youth Development Programming	17694.640	184.505
4011 - Agriculture 4-H Core Curriculum	4820.350	140.250
4021 - Communications and Expressive Arts 4-H Core	1893.890	9.285
4031 - Family and Consumer Sciences 4-H Core	2883.475	20.250

FY 2017 Major Programs	FY 2017 Total Days Per Each Major Extension Program	Days Reported as Multi-State Efforts
4041 - Leadership 4-H Core Curriculum	4291.520	137.785
4051 - Health 4-H Core Curriculum	1372.835	17.755
4061 - Natural Resources 4-H Core Curriculum	3210.350	30.250
4071 - Science, Engineering and Technology 4-H Core	2020.960	31.875
7001 - Staff Development	10131.025	390.915
7002 - Administrative Functions	19281.125	52.750
total	143880.355	4560.396
average	1868.576	59.226

Interpretation of Results and Reflection on Action Steps to Date

The college has a great deal of multidisciplinary collaborations across the instruction, research, and extension missions. Plans are in place to continue existing collaborations and incentivize further multidisciplinary collaborative efforts.

Goal VI: Build state-of-the-art facilities equipped with cutting-edge technology.

Goal 6A: Build a new state-of-the-art green, LEED-certified classroom building and event center. Plans and funding will be in place by June 30, 2018, with ground-breaking by 2020.

Strategies proposed in 2016

1. Investigate opportunities for public/private partnerships to construct and maintain the facility.
2. Seek input from diverse groups to incorporate features in the new facility which express the college's commitment to the Commonwealth and the world.

Implementation Plans/Action Steps proposed in 2016

1. The public/private partnerships have been established.
2. Input has been received from diverse groups and will continue to be solicited.

Baseline and Metrics proposed in 2016

The college has not had a new building since the Plant Science Building was constructed in 2003.

Assessment Method/Tools proposed in 2016

Progress reports serve as the assessment tool.

Fiscal Year 2017 Results

The renovation and expansion of the Princeton Research and Education Center to include the Grain and Forage Center of Excellence will go to bid in December 2017 with groundbreaking in early 2018. The addition to the Pirri Equine pavilion for a classroom and bathrooms is nearing completion for design. The Cooper House renovation and expansion has been progressing with fund raising materials expected for fall 2017.





UK PIRRI EQUINE TEACHING PAVILION EXPANSION



Funding has been received for the Grain and Forage Center of Excellence. The kickoff meeting for that design work was held at the end of October and a bid package is currently available. Construction bids will be received in January 2018.

Interpretation of Results and Reflection on Action Steps to Date

The Master Plan study identified the CAFE buildings to be in extremely poor shape compared to other areas on campus. Most of the buildings are either recommended for complete gut renovation or demolition. It is hopeful that the CAFE area of campus be included in renovation plans at the university level. CAFE is well ahead of the targets of June 2018 for plans and 2020 for groundbreaking for the Grain and Forage Center of Excellence.

Goal 6B: By 2020, all on- and off-campus facilities will have leading-technology Internet.

Strategies proposed in 2016

1. By 2015, clearly define the key issues restricting Internet access for all on and off-campus facilities.
2. By 2016, have a plan to address these barriers to adequate access to high speed Internet services.
3. By 2018, ensure all CAFE operated facilities have adequate and reliable high speed Internet access.

Implementation Plans/Action Steps proposed in 2016

1. The key issues restricting Internet access have been identified.
2. Plans are in place.
3. Progress is being made.

Baseline and Metrics proposed in 2016

The baseline is the number of facilities without reliable or fast access.

Assessment Method/Tools proposed in 2016

Track the number of Internet access enhancements in the college.

Fiscal Year 2017 Results

New internet services came on-line at the Robinson Forest in July 2017. Sporadic 2 Mb/s upload and download speeds have increased to more dependable 92 Mb/s upload and download speeds. With this completion, all research farms and stations have high-speed internet access.

Interpretation of Results and Reflection on Action Steps to Date

This goal is completed.

Goal 6C: By 2017, CAFE will provide funding necessary to resolve 25 percent of priority maintenance needs annually for off-campus facilities.

Strategies proposed in 2016

1. Every off-campus facility will have an annual routine maintenance budget.
2. The college will develop a process to review and prioritize off-campus facilities maintenance needs annually.
3. Identify at least one new creative revenue source to meet operational needs.

Implementation Plans/Action Steps proposed in 2016

The associate dean for administration is leading these initiatives.

Baseline and Metrics proposed in 2016

The baseline is the absence of such a plan before 2015.

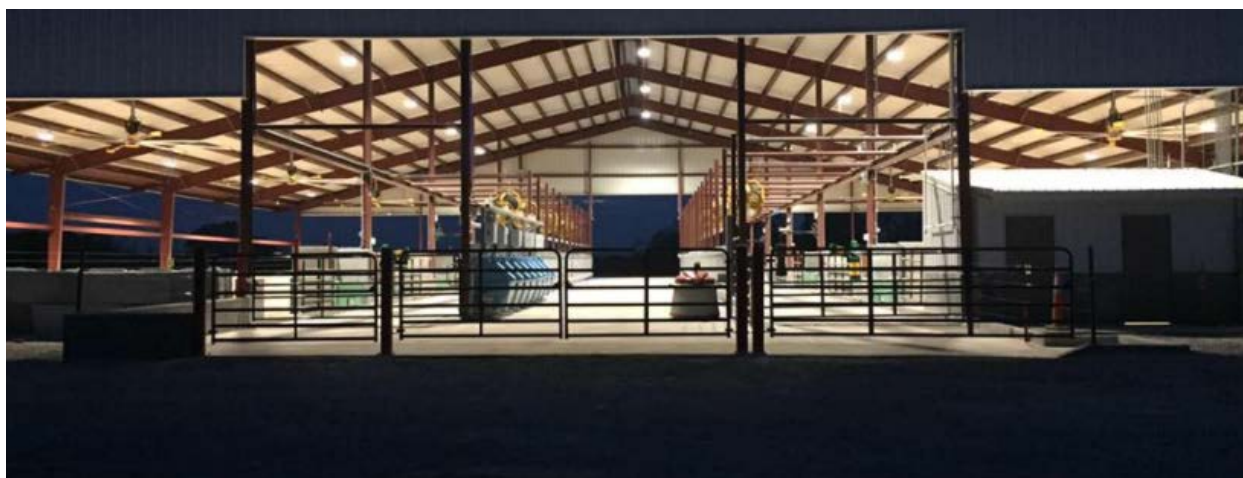
Assessment Method/Tools proposed in 2016

The assessment tool will consist of the annual progress reports.

Fiscal Year 2017 Results

Restructuring of the Central KY farms has allowed funds to be allocated for new hay barns at the Little Research Center and the North Farm, new combine and tillage equipment, new fences, new roads, maintenance of the riparian areas, and renovation of the North Farm shop. A new dairy housing barn came online in April 2016 (https://www.youtube.com/watch?v=_Y6g6bLwnp0).

Matching funds are being sought for the Grain and Forage Center of Excellence grant to fulfill additional maintenance needs for the Princeton facility.



Interpretation of Results and Reflection on Action Steps to Date

Budget cuts have dramatically affected the ability of CAFE to meet infrastructure needs, but strategic restructuring has allowed for necessary budget allocations and this initiative is moving forward.

Goal 6D: By 2018, develop a plan for the implementation of certified "green" technologies for all on- and off-campus facilities.

Strategies proposed in 2016

1. Conduct study to determine feasibility of transition for CAFE facilities to green technology by 2017.
2. By 2018, establish a plan to implement green technologies by 2020.

Implementation Plans/Action Steps proposed in 2016

This will be handled through Goal 6C and a to-be-determined contribution from the UK Physical Plant Division.

Baseline and Metrics proposed in 2016

The baseline is the absence of such a plan before 2015.

Assessment Method/Tools proposed in 2016

The assessment tool will consist of the annual progress reports.

Fiscal Year 2017 Results

The College has been working with Amanda Hickman, an energy consultant with Cenergistic, to identify energy implementation strategies for the college. The university entered into a contract with Cenergistic in 2016.

Interpretation of Results and Reflection on Action Steps to Date

The overall expectation for the university is a savings of \$10 million in energy savings per year as a result of the energy saving strategies.

The College of Agriculture, Food and Environment is an Equal Opportunity Organization.