



# 2018 Strategic Plan Report

## STUDENT SUCCESS

- Recruitment
- Enrollment
- Graduation
- Employment

## DISCOVERY

- Collaboration
- Research
- Publication
- Innovation

## COMMUNITY

- Outreach
- Extension
- Partnership
- Impact

*Fulfilling the land-grant promise... it starts with us.*

University of Kentucky  
College of Agriculture, Food and Environment

2015-2020 Strategic Plan: Building Our Future on the Land-Grant Legacy

2018 Fiscal Year Report

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 2018 results of these efforts are listed here in the third annual report of the CAFE Strategic Plan.

### **Our Vision**

The College of Agriculture, Food and Environment will build on its legacy of fulfilling the land-grant promise of educational excellence, civic leadership, transformational research, and shared knowledge serving the common good.

### **Our Mission**

The College of Agriculture, Food and Environment serves the people of the Commonwealth and across the world through education, outreach, service, and research by finding solutions to improve lives today and create a sustainable future.

### **Our Values**

We respond to the needs of society through:

- engaging and listening
- collaboration, innovation, and application of knowledge

We foster creativity and discovery by:

- accepting challenges and taking risks
- investigating complex issues
- being inclusive and open-minded to new ideas

We strive for the highest quality in all we do by:

- encouraging personal accountability and high ethical standards for all employees and clientele
- promoting continual improvement to ensure high-level results
- encouraging pride for and commitment to the college

We pursue the development of people and places by:

- encouraging leadership and service
- providing opportunities through education and training
- valuing and listening to employees and respecting diverse perspectives

We promote teamwork and a supportive work environment by:

- open-minded, encouraging, and supportive leadership
- adaptive work assignments to support collaborative opportunities
- respectful and open communications

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Fiscal Year 2018 results, as well as new and ongoing initiatives, are presented for objectives within each goal area.



*Fiscal Year 2018  
achievements*



*Targeted initiatives for Fiscal  
Year 2019 and beyond*

# GOAL ONE

## 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.

✓ Undergraduate and Graduate Student Success Task Forces established

✓ Improved advising survey instrument

✓ 82% of undergraduate students surveyed report satisfaction with advising experience.

✓ New graduate student professional development workshops and 3-Minute Thesis Competition

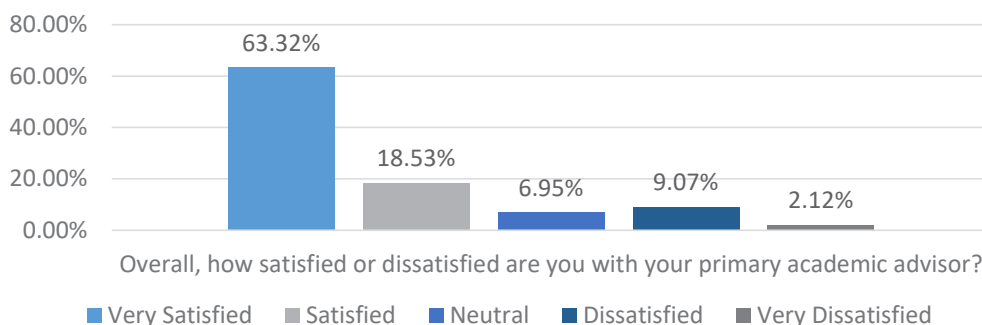
### Undergraduate and Graduate Student Success Task Forces

Student success task forces were established in both the undergraduate and graduate contexts. The Undergraduate Student Success Taskforce (USST) focused on advising excellence in 2018 and developed a survey instrument based on the National Academic Advising Association (NACADA) advising competencies. The survey was offered to all CAFE undergraduates in the spring of 2018; results were collated on a program level. Programs used that information to enhance advising quality. Some of the notable results of the survey are above.

More recently, the USST expanded the reach of this project in three ways: 1) advisors received an advising guide outlining best practices, 2) advisors were given a summary of the NACADA competencies, and 3) the advising survey instrument will identify specific advisors (assuming that a minimum of five advisees respond to the survey for a given advisor). The overarching goal of this effort at the undergraduate level is to enhance advising quality, thereby improving student success markers (retention, degree progression, graduation rates).

The Graduate Student Success Taskforce (GSST) was established in the summer of 2018; after an inaugural event for all graduate students and post-doctoral scholars at the start of the fall term. The focus of this energetic group has been on developing and delivering professional development activities at the college level. Since the inaugural session, which was attended by 90 graduate students, post-doctoral scholars, and visiting scholars, there have been two professional development events. The first professional development event was a CV/Resume workshop, which 50 graduate students attended. The second was a seminar on the basics of grantsmanship which was attended by 74 graduate students. The GSST also reviewed proposals for the first annual 3-Minute Thesis Competition. Fourteen graduate students submitted entries for the competition.

### CAFE Academic Advising Survey Results





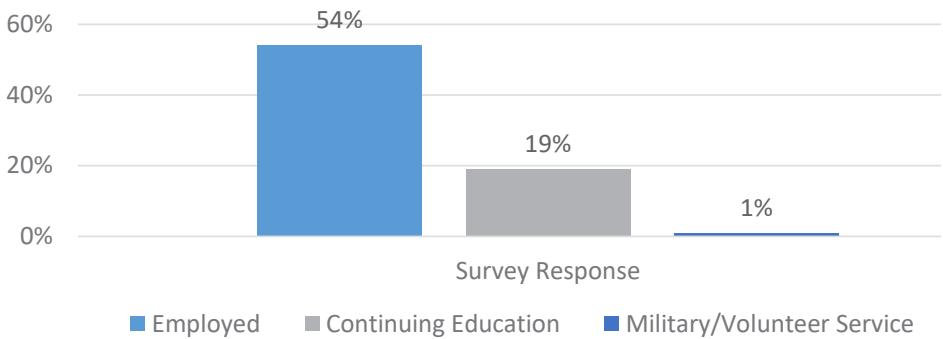
Ben Beam, Distillation, Wine and Brewing Studies Certificate Program Student

### Student Employment Outcomes




Given the focus of the USST on advising and its development of an advising survey, that freed up the career and professional development team to focus more directly on a survey of student first destination employment outcomes immediately following graduation. Results from our spring 2018 first destination survey were positive both in response rates (65%) and in placements. The survey was distributed during finals week Spring 2018, and 90% of those who responded to the survey responded within a week. Of the 236 graduates who responded to the survey, 174 (74%) were either employed, enrolled in a program of continuing education, serving in the military, or volunteering with Americorps. Considering this data represents the status of graduates primarily before or upon graduation, these are encouraging statistics.

In 2019, the first destination survey will be managed at the University level. However, CAFE is working to incorporate college-specific questions in the university survey.

CAFE First Destination Survey Results



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

- 
 New first destination student survey deployed for collection of data concerning employment outcomes.
- 
 74% of survey respondents reported being employed, continuing education, or being enlisted in military or Americorp upon graduation.
- 
 CAFE is developing custom questions for addition to the UK first destination survey of students going forward.

# GOAL ONE

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

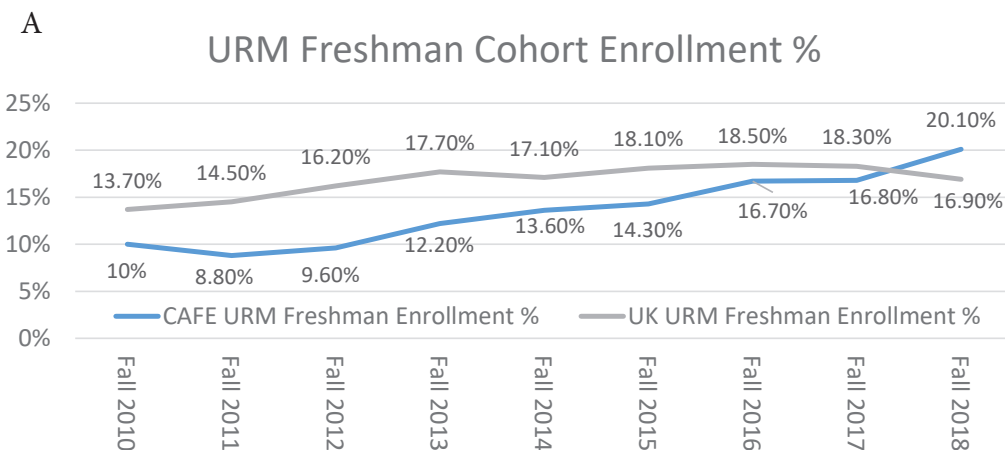
**Goal 1c:** By 2020, the diversity [as measured by percentage underrepresented minorities (URM) in the freshman class] of undergraduate students recruited to CAFE will increase by 12% from a baseline of 13.9% to a goal of 15.6%.



17.9% 3-year average URM enrollment

## Underrepresented Minority Recruitment

The current three-year average underrepresented minority (URM) proportion of the freshman cohort is 17.9%, which exceeds the 2020 goal of 15.6% freshman URM enrollment.

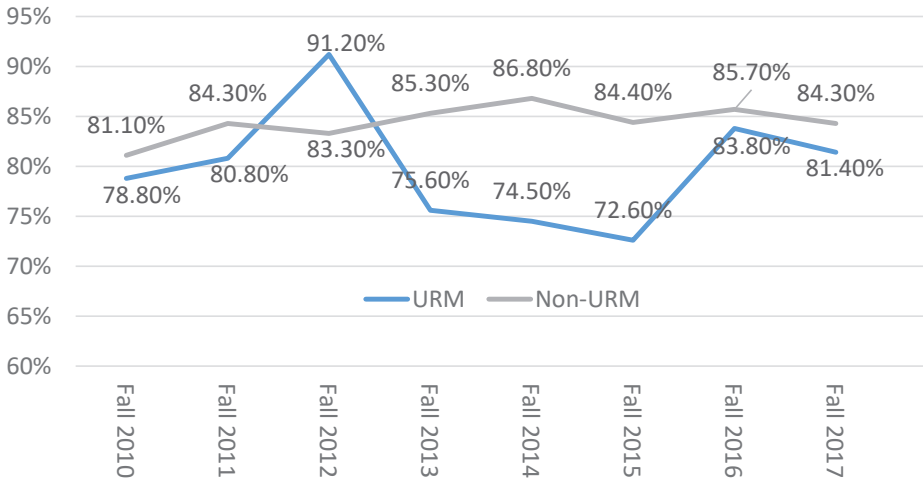


## Closing the URM Retention and Graduation Gap

While pleased with the progress CAFE has made toward increasing URM enrollment in freshman cohorts, we will work toward also closing the gaps between second fall retention rates and six-year graduation rates of our URM and non-URM students. The graph above (A) exhibits the progress made in increasing URM freshman enrollment by comparing our URM enrollment as a percentage of overall enrollment. The second (B) shows where improvements could be made in second fall retention rates of URM students in our college compared to non-URM CAFE students. The third (C) is the six-year graduation rates for Fall 2010, Fall 2011, and Fall 2012 cohorts of CAFE's URM and non-URM students.

B

### 2<sup>nd</sup> Fall Retention Rate



**Goal 1c continued:** Further, the six-year graduation rate (by percentage of graduates who are also URM) will also increase by 12% 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.



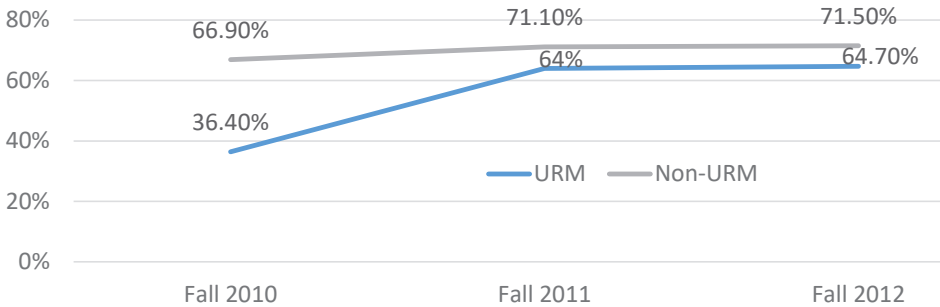
*CAFE is working to close the URM 2nd Fall retention gap.*



*CAFE is working to close the URM 6-year graduation gap.*

C

### 6-Year Graduation Rate



# GOAL ONE

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

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

- ✓ Surveys and meeting with CAFE Cooperative Extension Service employees highlighted significant demand for a fully online program.
- ✓ New fully online Science Translation and Outreach Master of Science program developed.
- 🎯 CAFE faculty are currently considering additional options for possible future online courses and programs.

## Fully Online Science Translation and Outreach Master's Degree



*"I implore the University to investigate and explore opportunities such as this for the greater success of the Extension Program and the need to meet Extension Professionals Educational requirements. I believe that this route would greatly enhance the quality and training of our agents, therefore greatly improving the Cooperative Extension Program."*

*—Example response from anonymous survey of Extension personnel.*

## CAFE Listened!

Thanks to assistance from Dean Cox and grant support from the UK Provost's Office, a cross-disciplinary group has indeed developed and is on the cusp of delivering a fully online "Science Translation and Outreach" (STO) MS program starting in the fall semester of 2019. This outcome has been the result of diligent efforts by a faculty group that met regularly in 2018 to develop an online MS program. The STO Plan B MS will consist of four required STO courses (12 credits) plus 18 credits of electives designed to meet the particular needs and aspirations of a given student, under the supervision of her/his advisory committee. In addition to the online STO MS program, an online Master of Science in Entomology and two online graduate certificates will also be ready for delivery in the fall 2019 semester. The two certificate programs are Family and Consumer Sciences (12 credits) and Positive Youth Development (12 credits).

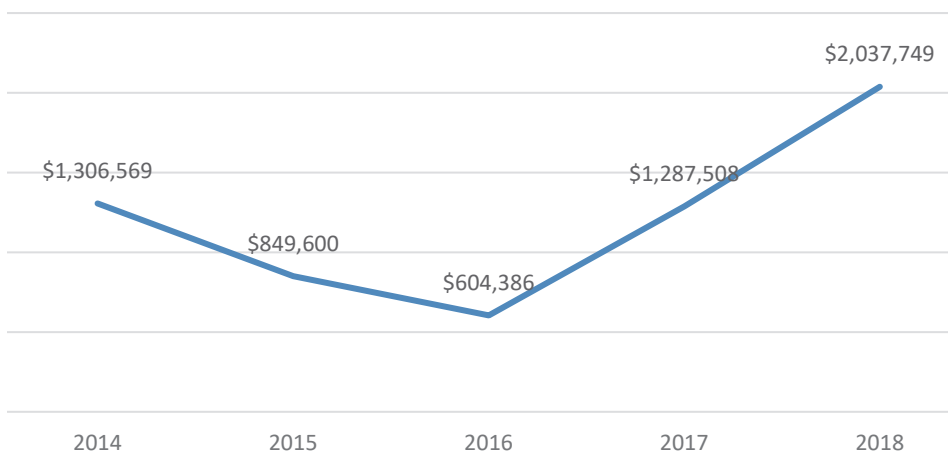


## Scholarship Funding

Through strategic changes in FY2018, the CAFE Office of Philanthropy and Alumni was able to increase funding for student scholarships by \$750,240.57 compared to the previous fiscal year, and increased awarded scholarship funds by \$385,000, surpassing our target goal.

Through continued focus on scholarship fundraising strategy, our goal is to continue to increase scholarship funding but also increase the diversity of these funds. CAFE strives to not only support traditional academic aid, but to also provide assistance for experiential learning such as student internship opportunities and study abroad experiences.






CAFE donations raised for scholarship funds



CAFE Student Scholarship Awards



**Goal 1e:** The CAFE Office for Advancement (now CAFE Office of Philanthropy and Alumni) 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.

- 
Surpassed the \$1 million target for scholarship funds and awarded funds.
- 
Improved stewardship for retained scholarship donors and new scholarship donors.
- 
Overall increase in university awareness of student needs and marketing to share the case for support.
- 
Additions to the gift officer staff in the Office of Philanthropy and Alumni in 2018 led to a larger volume of solicitations.
- 
CAFE is working to increase diversity of scholarships to support experiential learning opportunities.

# GOAL TWO

## 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%.

✓ 20% of visits by CAFE Office of Philanthropy and Alumni were with new contacts in 2018.

✓ Internal awareness and communication improved by addition of new employee orientation course (See goal 3A for details).

✓ Increased engagement across 4 social media platforms

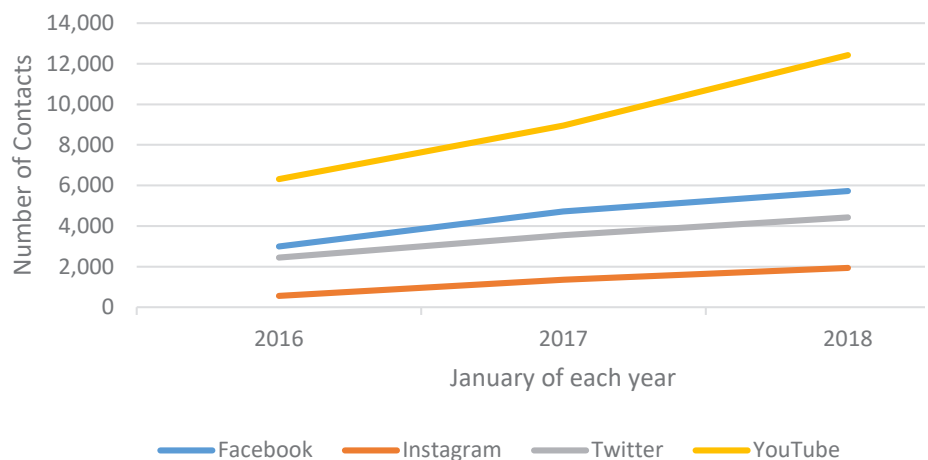
### Internal and External Communication of College Mission

A new employee online orientation for the college is live and will connect new employees with resources and explain the reach of the college. See goal 3a for details.

Twenty percent of visits by the Philanthropy and Alumni Office were with people who previously had not been contacted, extending the reach of the college.

CAFE saw increases in social media engagement across four platforms between 2016 and 2018.

CAFE Social Media Contact Increase Over Time



### Goal 2b

#### Language Access Development Plan

The University of Kentucky Cooperative Extension Service released a Language Access Development Plan for use by county Extension Agents, Specialists and Administration.

[https://extension.ca.uky.edu/sites/extension.ca.uky.edu/files/developing\\_a\\_language\\_access\\_plan.pdf](https://extension.ca.uky.edu/sites/extension.ca.uky.edu/files/developing_a_language_access_plan.pdf)



### Developing a Language Access Plan Information for Federally Conducted and Funded Programs

## Arts Extension Program

The Community and Economic Development Initiative of Kentucky (CEDIK) works with non-traditional audiences to build strong local economies and engaged communities. An important part of this program is Arts Extension, which reached over 133,000 people in 2018.

### Arts Extension Program Engages Eastern Kentucky Residents with Community Events, Education, and Networking



**133,618** residents participated in an Arts Extension program



**12,546** residents participated in an artistic skill building workshop

**1,045** artisans participated in a training

**540** artisans showcased work through an Extension event



**250** reported an increase in income based on training participation



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



*UK Cooperative Extension Service released a Language Access Development Plan for use by County Extension Agents, Specialists, and administration.*



*133,618 Kentucky residents participated in an Arts Extension Program.*

## Business Spotlight: Sassy Trash



April Collins has an increasingly successful business upcycling unique items into home decor at the Loyall Flea Market in Harlan County. Then, in early 2018 she bought an historic building on Main Street in Harlan and repurposed it to open her own brick-and-mortar retail store, Sassy Trash. At the core of the business is Collins' own unique creations, like lamps made from an old lunch bucket and coal hat.

# GOAL TWO

## Build and nurture relationships with the people of the Commonwealth and across the world.

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

✓ ~18,000 people receive *The Ambassador Alumni Association* magazine quarterly.

✓ 230 people attended 2018 *Call to the Post Derby Bash*.

### Alumni Engagement

The College of Agriculture, Food and Environment Alumni Engagement and Communications nurtures existing supporters and networks with quarterly installments of *The Ambassador*, an online magazine for members that reaches approximately 18,000 people.

Alumni Engagement and Communications also hosts several – including *Call to the Post Derby Bash* and *Roundup* – that allow for networking and help to keep alumni connected to the College.

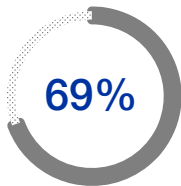


## Community Needs Assessment Plan

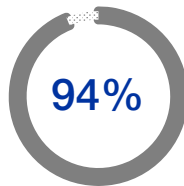
Extension began a community needs assessment process that will be completed in 2019. With over 30,000 survey responses and 250 interviews and focus groups, this data will be used to identify and respond to emerging issues.

### STATEWIDE SURVEY SUMMARY

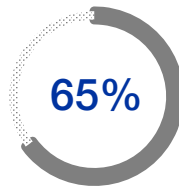
31,470 Respondents



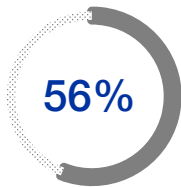
are Female



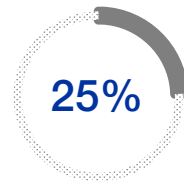
are White  
(non-Hispanic)



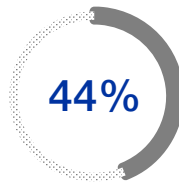
are 25-64 years old  
(working age)



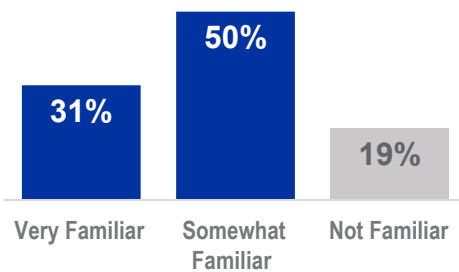
work or are  
self-employed



are retired





currently participate  
in Extension  
programming



respondent familiarity with Extension

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


 New community needs assessment process developed and implemented in 2018.


 After 2019 completion, needs assessment data will be used to identify and respond to emerging issues throughout the commonwealth.


# GOAL THREE

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.

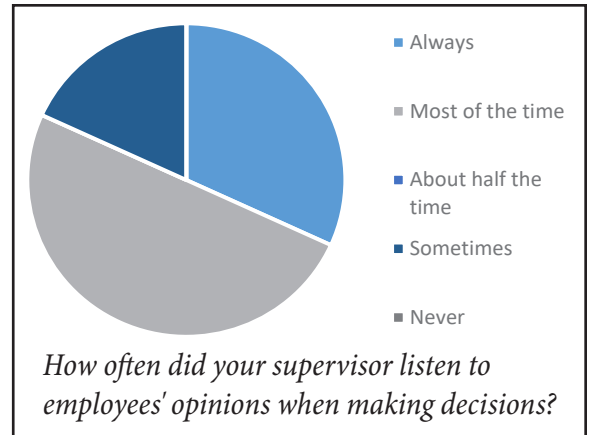
 32% response rate to new college employee exit survey.

 Employee Resources and Supervisor Resources webpages launched, with hundreds of visits to date.

 2019 plan to distribute QR code cards for new resource sites at CAFE Staff Appreciation Day.

## Exit Survey

The staff exit survey was launched in December 2017. For easy accessibility the survey link was incorporated into the existing Employee Exit Checklist. The survey is voluntary and anonymous, however employees are encouraged to participate as part of the exit process. For fiscal year 2018, the response rate was 32%. The results were shared with college leadership for planning purposes.



## Resource Sites

To ensure that employees and supervisors have easy access to the resources they need, the Employee Resources page and Supervisor Resources page were launched in 2018 and publicized at a CAFE Staff Appreciation Day booth. Hundreds of employees visited both sites in fiscal year 2018. In 2019 Employee Resources and Supervisor Resources cards with QR codes will be distributed at CAFE Staff Appreciation Day. The hope is that this will increase the awareness of the resources available on these sites.

We invite you to use the Employee Resources @



<http://cafebusinesscenter.ca.uky.edu/content/employee-resources>



College of Agriculture, Food and Environment Business Center

We invite you to use the Supervisor Resources @



<http://cafebusinesscenter.ca.uky.edu/content/supervisor-resources>



College of Agriculture, Food and Environment Business Center

## New Employee Orientation Course

A CAFE New Employee Orientation Course was developed to welcome new employees and to provide information pertaining to the college's missions. Within an employee's first week of work he/she receives an email invitation to participate in the web-based course. The training is designed to provide an overall understanding of the college.

This course consists of a pre-assessment, four video presentations, and a post-assessment, and takes approximately 30 minutes to complete. After the course is finished the employee receives a certificate of completion. Plans for fiscal year 2019 include incorporating language at the end of the training course to invite the employee to become even more involved by joining the college Mentor Program. The course has also been incorporated into the Staff Onboarding Checklist. Data for fiscal year 2018 showed, by the end of the course, an increase in CAFE knowledge of 20%. The goal for fiscal year 2019 is to incorporate an introduction to the Mentor Program at the end of the orientation course.



College of Agriculture, Food & Env...  
CAFE-Orientation

## Mentor Program

A committee was formed to develop a Mentor Program that would be available to all new CAFE staff. The committee defined the goals for the program to provide new staff with the resources they need to be successful in their role by providing peer-to-peer interaction, sharing best practices, and explaining the college's organizational structure of the college and where the mentee and his/her position fits into the structure. To be a mentor the employee must have three years of service, have completed the Unconscious Bias Training, and the CAFE Mentor Program Training course (in-person or web-based). The length of the program is six months, with the goal to commence the program in fiscal year 2019. The initial pilot group to consists of 20 pairings and it is anticipated that participation will grow quickly.




## Goal 3a continued:

-  *New Employee Orientation Course launched in 2018.*
-  *Employee Orientation Course will be updated to include an invitation to the college Mentor Program.*
-  *New CAFE Staff Mentor Program developed.*
-  *Pilot group of 20 mentor/mentee pairings initiated.*
-  *Mentor Orientation Training Course developed and initiated.*
-  *Full mentor program launch targeted for 2019.*

# GOAL THREE

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

-  Established a new CAFE Staff Professional Development Fund.
-  28 staff members received awards for professional development, totaling \$23,317 in 2018.
-  Beginning in 2019, CAFE Staff Professional Development Fund award applications will be offered twice each year.

## Staff Professional Development Fund

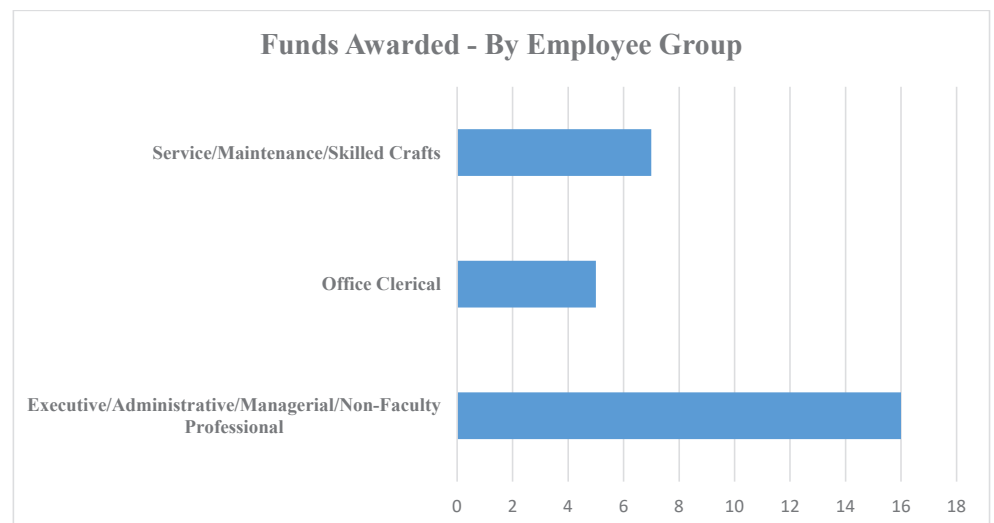
In 2018, the college established the Staff Professional Development Fund to provide financial resources for continuing staff education and training. Upon approval, staff may use the funds for training courses, conference fees, and professional development-related travel, among other opportunities. Employees were permitted to request up to \$1,000 per proposal. A total of \$23,317 was awarded in FY2018.

Fiscal Year 2018 Summary	
	Number
Employees Awarded Funds	28
Employee Job Groups Represented	3
Departments/Units Represented	17

*"The college has shown that it believes in its staff. Staff need to be regularly trained in the work that they do so that they understand what is out there, the new tools available, the new ways to do the job that would make it more efficient."*

*"It seems that more individuals are able to learn and grow professionally now than in previous years, now that the fund is in place."*

*"This was something put forth to the Dean during the strategic planning for the college and has been implemented! Thank you Dean Cox!"*





## Employee Resources

A Professional Training, Education, and Development section was added to the Employee Resources site to highlight staff professional development and training opportunities.

<https://cafebusinesscenter.ca.uky.edu/content/employee-resources>

## Major Job Responsibility

To emphasize the college's commitment to professional development, early in 2018 the Professional Standards, Customer Service and Organizational Improvement Major Job Responsibility (MJR) was developed for CAFE staff positions. The MJR was uploaded to the job description of every staff position, to be included in the performance evaluation process beginning with the 2018 calendar year review in December. This MJR will be included in every staff performance evaluation going forward:

New MJR

Professional Standards, Customer Service and Organizational Improvement – 5%

Consistently live out the commitment to the College of Agriculture, Food and Environment tenets of excellence, competence, respect, flexibility, communication, and learning. Model and promote excellent customer service to all internal and external constituents. Expand professional knowledge through training, classes, and seminars. Other duties as assigned.

## Goal 3b continued:



*New Performance Evaluation Major Job Responsibility (MJR) for professional development included for all staff positions in 2018.*

# GOAL THREE

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 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.



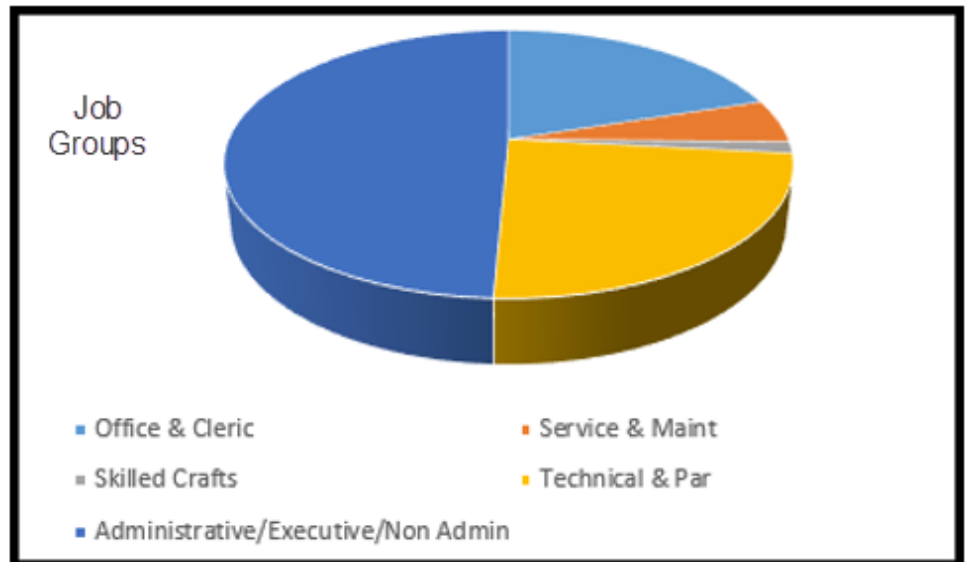
Compensation review of service and maintenance staff category completed.



Review of technical/paraprofessional and office/clerical categories planned for FY2019. This process will continue until reviews of all groups have been completed.

## Employee Compensation Review

In fiscal year 2018 a method was developed to complete a compensation review of each staff employee job group: Executive/Administrative/Managerial, Skilled Crafts, Office & Clerical, Service & Maintenance, and Technical/Paraprofessional. In fiscal year 2018, this compensation review was conducted for the Service & Maintenance category. This was inclusive of all 80 CAFE staff positions in that group. The review included a comparison of the years of service to the placement of each employee's salary in his/her grade range on the UK Compensation Scales. The data was shared with both HR Compensation and college leadership. For fiscal year 2019, the plan is to complete a review of the Technical/Paraprofessional and Office/Clerical categories. Going forward, the reviews will continue until all of the employee group categories have been completed.






Year	Total Philanthropic Commitments	# Donors	Average donation per donor
2015	\$9,827,531	3,387	\$2,901.54
2016	\$7,145,586	3,091	\$2,311.74
2017	\$27,548,027	2,753	\$10,006.55
2018	\$9,634,790	2,577	\$3,738.76

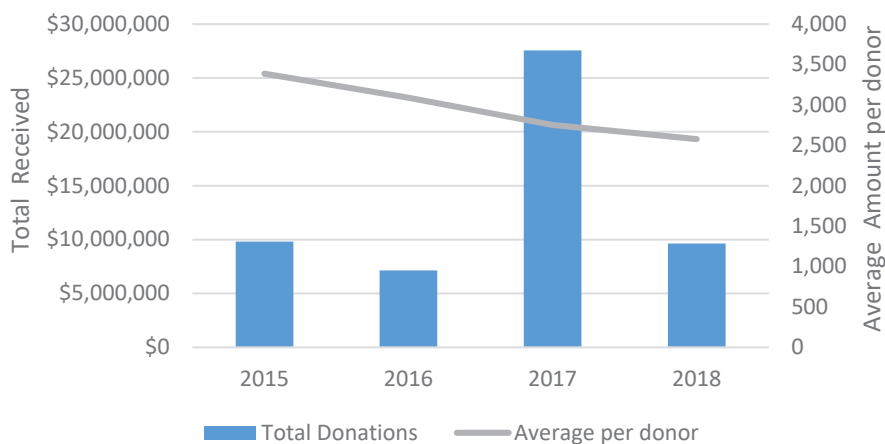
### Gift and Endowment Funding

Due to staff changes and the re-alignment of job duties, fiscal year 2018 was a rebuilding year for CAFE philanthropy. The CAFE Office of Philanthropy and Alumni grew to eight full-time staff, including the addition of the first Director of Extension Philanthropy and first Associate Director of Leadership Giving and Stewardship. A new Associate Senior Director of Philanthropy was also hired. Strategically, the department focused on streamlining communications and the stewardship of current gifts and endowments to ensure that donor gift wishes are met based on gift agreements with the University of Kentucky. The office held its second annual strategic retreat where analysis took place to look at giving. It was found that in fiscal year 2017 many gifts were closed in the advanced cultivation stage, and that in fiscal year 2018 individuals were in either discovery or early cultivation which impacted the amount of dollars raised. Overall, philanthropy has already met the 15% goal.

**Goal 3d:** By 2020, enable the CAFE Office for Advancement staff (now CAFE Office of Philanthropy and Alumni) to increase external funding through gifts and endowments by 15%, or 3% annually.

-  Achieved goal to increase funding by 15% since 2015.
-  Received \$9.6 million from 2,577 donors in 2018.
-  CAFE anticipates gift increases in 2019 resulting from strategic staffing additions leading to discovery as well as continuation of new donors.

CAFE Total Philanthropic Commitments



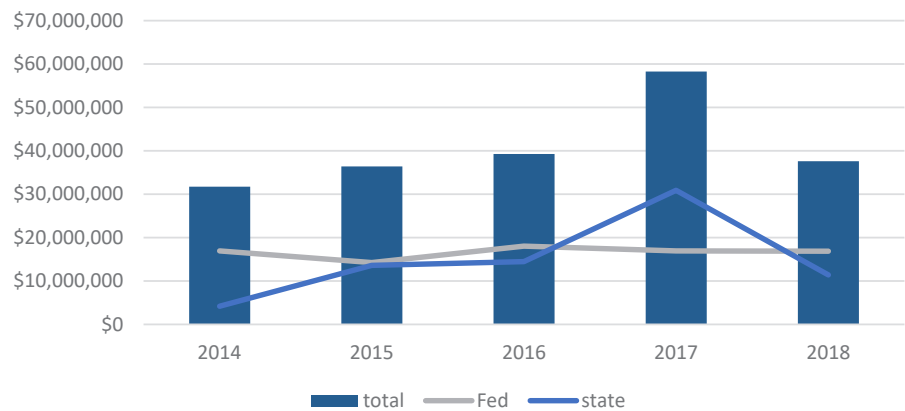
# GOAL THREE

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

- ✓ 18 new faculty hires with an average 50% research distribution of effort
- ✓ Faculty hired in fiscal year 2018 were responsible for 18 new grants and contracts in their first year of appointment.
- ✓ \$37,604,955 fiscal year 2018 grant and contract awards to CAFE faculty primary investigators
- 🎯 CAFE is committed to continued recruitment of talented faculty for research and discovery.

CAFE Grants & Contracts



## Grant and Contract Funding

Federal funding has remained consistent over the past several years. An overall decrease in grant and contract funding compared to fiscal year 2017 is attributed to the completion of a \$15M state grant for development of the Grain Center of Excellence.

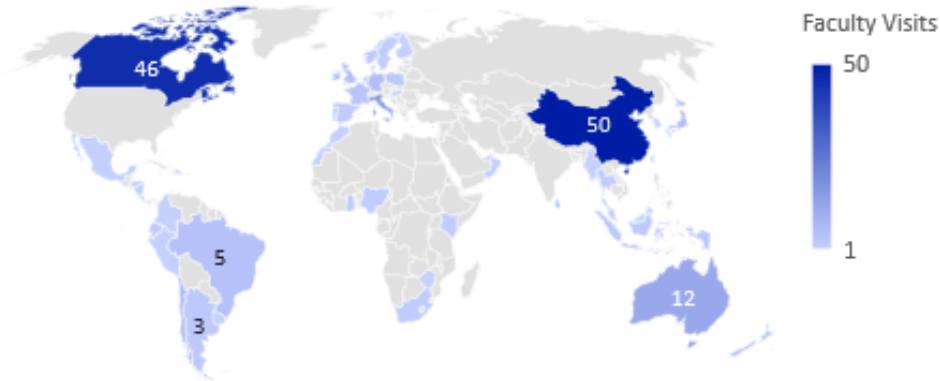
CAFE is working to increase grant and contract funds through the implementation of faculty recruitment, retention, and collaboration initiatives. We anticipate realizing impacts of these initiatives in fiscal year 2019 and continuing through 2020. One such initiative is the aggressive recruitment of new research faculty with the talent to seek and secure competitive research funding. The 18 fiscal year 2018 new faculty hires, who had an average distribution of effort in research of 50%, were responsible for 28 proposal submissions, 18 awarded grants and contracts, and over \$505,000 in research funding during the first fiscal year of appointment.



"I plan to research the best practices associated with group housing for calves, and also study the effects of high planes of nutrition and the use of automatic milk feeders on calf performance and behavior. I believe that we can use more temperament and behavioral data on farm management decisions and animal selection, to improve the use of technology on dairy farms."

*Dr. Joao Cardoso Costa, Animal and Food Sciences Assistant Professor, a 2018 new faculty hire*

## College of Agriculture, Food and Environment Faculty International Visits



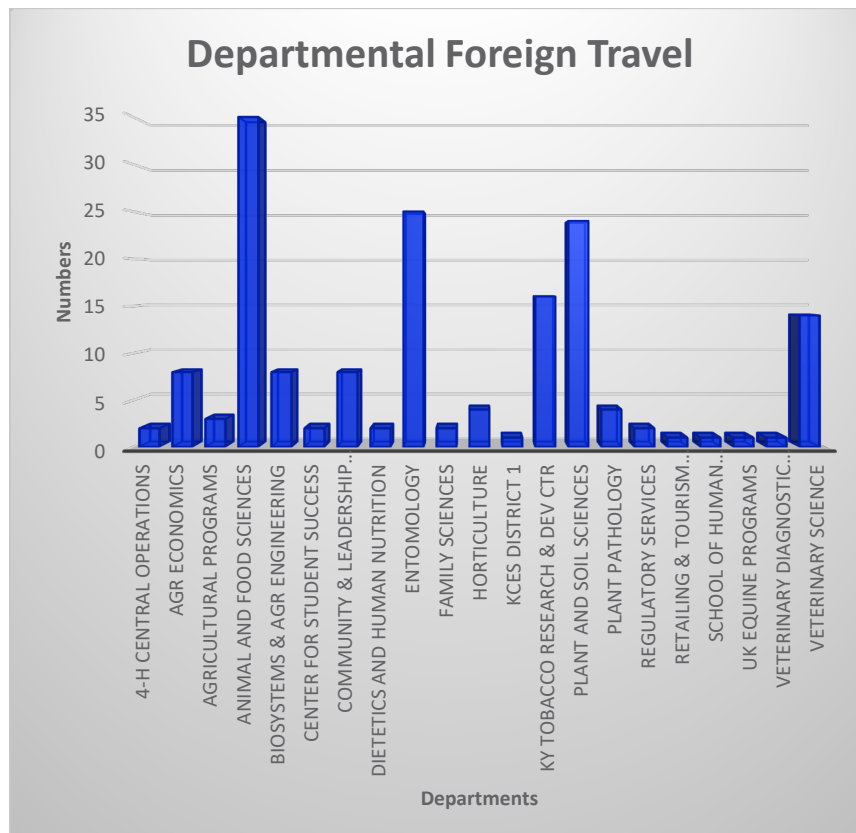
### CAFE International Scholarly Exchange

CAFE faculty traveled extensively throughout fiscal year 2018, visiting a total of 52 countries to conduct research and outreach, and establish international partnerships. Scholarly exchange travel was widespread across 21 academic departments and non-academic units of CAFE.

**Goal 3f:** Increase international scholarly exchange and collaboration.

- ✓ 231 CAFE faculty international visits in fiscal year 2018
- ✓ 52 countries visited by CAFE faculty
- ✓ 21 CAFE Departments and Units sent faculty abroad






### Departmental Foreign Travel



# GOAL FOUR

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.

-  16.3% minority faculty in fiscal year 2018, surpassing UK goal of 10.7%
-  95% of CAFE faculty and staff received unconscious bias training by end of fiscal year 2018.
-  CAFE surpassed UK diversity targets for female professional, office/ clerical, and technical/ paraprofessional staff.
-  Extension implemented a process for hiring staff in county offices to focus on diversity, equity, and inclusion.
-  CAFE continues efforts to recruit and retain a diverse faculty and staff.

## Faculty and Staff Demographics

CAFE has surpassed its baseline goal of 10.7% in the faculty category of All Minorities with a percentage of 16.3%, and our baseline goal of 3.5% for Hispanic and Latino faculty with a percentage of 3.8%. CAFE has made progress in other targeted areas as well, but challenges remain for meeting our goals. Colleges of agriculture across the nation are finding similar challenges with diversity goals. CAFE faculty search committees receive unconscious bias training, and faculty announcements have been disseminated through identity-based organizations across the country. Staff recruitment and retention goals are configured similarly to faculty. However, in regard to staff, we also look at state demographics to serve as a baseline as opposed to national demographics.

In the Female Professional Staff category, CAFE has reached its goals for professionals, office/clerical, and technical/paraprofessional groups. CAFE has not reached its goals, however, for Minority, African-American, and Hispanic staff. 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. Moreover, as of December 31, 2018, CAFE has led the university with 95% faculty and staff trained in unconscious bias. Additionally, the Cooperative Extension Service had 37 interns across the state for the summer of 2018 with seven of the interns from underrepresented groups. The seven underrepresented interns were fully funded by the college in fiscal year 2018. The internship program serves as a valuable employee recruiting mechanism as 37% of current county Extension office employees over the last five years were interns prior to accepting a permanent position.

Job Category	Females		All Minorities		African- American		Hispanic	
	CAFE 2018	UK Goal	CAFE 2018	UK Goal	CAFE 2018	UK Goal	CAFE 2018	UK Goal
Executive, Administrative, Managerial	32.3%	50.0%	8.1%	16.1%	6.5%	7.9%	0.0%	6.1%
Faculty	34.7%	45.9%	16.3%	10.7%	2.9%	3.2%	3.8%	3.5%
Professional	60.2%	50.0%	8.0%	13.3%	3.6%	5.1%	0.8%	1.5%
Office & Clerical	97.0%	50.0%	3.3%	14.9%	3.3%	11.6%	0.0%	1.6%
Technical/Paraprofessional	70.3%	50.0%	9.0%	13.1%	2.7%	8.3%	1.3%	1.7%
Skilled Crafts	0.0%	4.0%	0.0%	16.3%	0.0%	7.7%	0.0%	5.1%
Service & Maintenance	14.1%	50.0%	5.6%	28.1%	2.8%	20.0%	0.0%	3.8%

Intercultural Awareness Day participants learning about the Sikh religion



## CAFE Intercultural Awareness Day

The 3rd Annual Intercultural Awareness Day: Exploring Our Spirits took place in 2018.

The goal of the program was to educate and expose faculty, staff, and students to the various religions represented at UK and in the Lexington community. Faculty, staff, and students joined a celebration of the community's rich religious diversity with a tour of four faith-based establishments and engaged with a panel of various Lexington religious leaders. More than 50 people participated in the program. Pre- and post-event surveys indicate that participants changed their views of CAFE's level of religious tolerance, equal treatment, and welcoming environment for people of different belief systems. Moreover, participants increased their comfort in interacting with people of different faiths.






## MANRRS and Jr. MANRRS

For the sixth consecutive year, the University of Kentucky Minorities in Agriculture, Natural Resources and Related Sciences (MANRRS) chapter was named National Chapter of the Year, and three UK students were elected to national offices.



The 7th Annual Jr. MANRRS Leadership Institute was hosted at the University of Kentucky in 2018 and had 119 participants. The goal of the institute was to connect young people and their interests to future internships, careers and educational opportunities, and specifically encourage students in grades 7-12 to attend college in pursuit of agriculture, natural resources, and environmental science degrees. Because of this program, 21 participants have become students at the University of Kentucky.

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

-  CAFE hosted 3rd Annual Intercultural Awareness Day, with 50 faculty, staff, and student participants.
-  CAFE is planning next Intercultural Awareness Day to address cultural differences between generations.
-  UK MANRRS named National Chapter of the Year for 6th consecutive year.
-  7th Annual Jr. MANRRS Leadership Institute had 119 participants and recruited 21 students to attend UK.
-  9 Jr. MANRRS members worked with UK faculty on independent research through the Carter G. Woodson Academy in 2018. These minority students achieved 1st & 2nd place at the regional science fair and 1st & 3rd place at the state science fair.

# GOAL FIVE

## Produce innovative solutions through multidisciplinary collaborations.

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

✓ 7% increase in overall multidisciplinary program enrollment since 2015.

✓ Completed development of new multidisciplinary certificate program and a new multidisciplinary master's program.

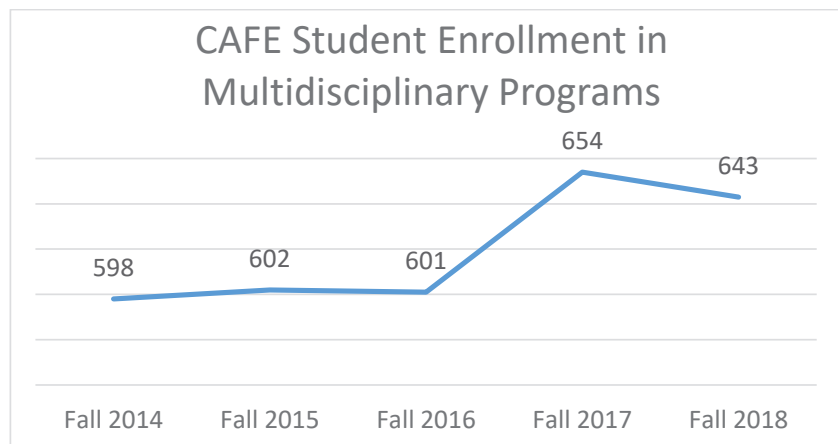
🎯 Faculty in Dietetics and Human Nutrition collaborating with faculty in colleges of Health Sciences and Medicine to develop a new online graduate certificate in Applied Nutrition and Culinary Medicine.

✓ New Extension collaboration between Family and Consumer Sciences (FCS) and Center for Economic Development in Kentucky (CEDIK).

🎯 CAFE is working to ensure interactive spaces and design for collaboration are considered in revitalizing infrastructure throughout the college.

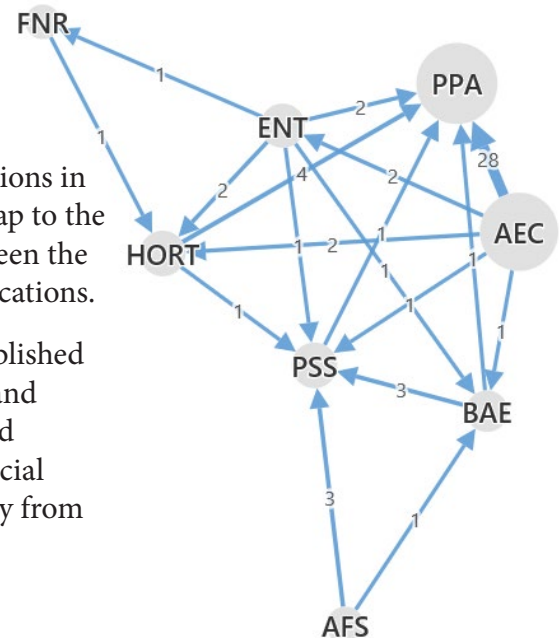
### Instruction

- A new transdisciplinary online Master of Science program in Science Translation and Outreach was developed by a team of CAFE faculty with implementation in Fall 2019 (see Goal 1d for details).
- A group of faculty in Plant & Soil Sciences, Entomology, and Plant Pathology received a grant to create experiential learning opportunities through the Grain and Forage Center of Excellence. Students conduct applied research and extension while developing leadership, communication, and problem-solving skills to help develop the next generation of agricultural leaders.
- Faculty in Dietetics and Human Nutrition are collaborating with colleagues in the colleges of Health Sciences and Medicine in the development of a Graduate Certificate in Applied Nutrition and Culinary Medicine to be offered online.



### Extension:

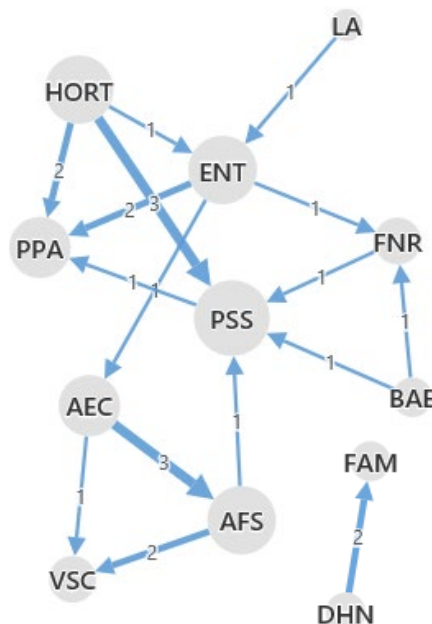
- Faculty of 8 CAFE departments published 56 interdepartmental collaborative Extension publications in fiscal year 2018. The network map to the right shows collaborations between the units, based on number of publications.
- FCS Extension and CEDIK established a new collaboration to develop and deliver financial education aimed at mediating the impact of financial stress on people in early recovery from substance use disorders.





## Research

- CAFE again participated in the Igniting Research Collaboration (IRC) program and received notice of five pilot project awards totaling \$135,000 for 2018, up from two awards totaling \$55,000 the previous year.
- Additional seed funding was provided by CAFE to establish a new collaboration between Dietetics and Human Nutrition and the College of Medicine and Center for Clinical and Translational Science to explore the role of exercise in obesity prevention and cancer survivorship.
- A second collaborative grant writing workshop was held in 2018 but expanded to include Virginia Tech in addition to University of Tennessee. Three additional UK-lead collaborative proposals are being developed with one or both partner institutions.
- The college continues to attract outside investments in the multidisciplinary Grain and Forage Center of Excellence. During fiscal year 2018, the Center attracted over \$3 million in new grants and contracts from federal agencies (USDA-NIFA and NRCS), the state Department of Agriculture, commodity groups, and industry partners. It also attracted \$1.25 million in new gifts in support of the center's multidisciplinary mission.
- A pilot project was funded in fiscal year 2018 from the UK Center for Appalachian Research in Environmental Sciences to establish a new collaboration between CAFE and the colleges of Public Health and Engineering. The project is engaging with the community of Martin County, Ky to design and conduct a study of the municipal drinking water quality and associated adverse health outcomes.
- Faculty of 12 CAFE departments published 24 interdepartmental collaborative research publications in fiscal year 2018. The network map to the right shows collaborations between the units, based on number of publications.
- CAFE faculty were awarded \$75.7 million in collaborative grants and contracts in fiscal year 2018, a 79% increase since fiscal year 2015.



## Goal 5a: (continued)

- ✓ 2 new large research collaborations funded between CAFE units and other UK colleges.
- ✓ 145% increase in Igniting Research Collaboration awards over 2017
- ✓ \$1.25 million in gifts received in support of the multidisciplinary mission of the CAFE Grain and Forage Center for Excellence.
- 🎯 CAFE will engage in the UK Vice President for Research Priority Areas in 2019, including leadership in the Energy Research Priority Area.
- ✓ 79% increase in collaborative grants and contract awards to CAFE faculty since 2015

# GOAL SIX

## 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 groundbreaking by 2020.



*Princeton Research and Education Center ground breaking March, 2018—well ahead of target date*



*New state of the art teaching facilities added at the CAFE North Farm.*



*Anticipated 2019 completion of Princeton Research and Education Center*



### New Facilities

The renovation and expansion of the Princeton Research and Education Center is well ahead of schedule with ground breaking on March 16, 2018 and construction expected to be completed in 2019. The project was greatly facilitated by a \$15 million grant from the Agricultural Development Board. This grant required the university to raise an additional \$15 million in matching support of which \$12,887,468 was recorded as of December 31, 2019 with an additional \$1,697,000 pledged but not yet included in the reporting. The project renovates and expands the current Research and Education Center at Princeton to become the new Grain Center of Excellence. The new Grain Center of Excellence will allow the university to conduct research on intensive agriculture production practices, study water quality issues, and help define the environmental footprint of intensive agriculture. This ultimately will benefit Kentucky producers by providing new applications and technologies resulting in increased yields, reduced inputs, and higher economic returns. The upgrade in facilities includes classroom and event space as well as new research laboratories and offices. The considerable support for this project highlights the importance and value of our external stakeholder support and the recognized long-term benefits to Kentucky having state-of-the-art facilities equipped with cutting-edge technology for teaching, research and outreach. This is well ahead of the Goal 6 targets of June 2018 for plans and 2020 for groundbreaking.

In addition, the Pirri Equine pavilion adds classrooms and bathrooms to our equine research facilities at the North Farm. This project was completed in 2018 and provides new state-of-the-art teaching facilities.



## Technology Enhancements

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.

## Maintenance

An effort has been made to utilize resources for preventative maintenance fostered by a restructuring and retraining of the farm staff. A new unit for the operation of heavy equipment was added to the work order system, the master plumber received certification to install backflow preventers, and both plumbers were licensed to install septic systems. CAFE does basic HVAC preventative maintenance and smoke/CO detector inspections twice a year. The restructuring has allowed funds to be allocated for new hay barns at the Little Research Center and North Farm, new combine and tillage equipment, new fences, new roads, maintenance of the riparian areas, and renovation of the North Farm shop.

## Energy Conservation

The university entered into a contract with Cenergistic in 2016. CAFE has been working with an energy consultant with Cenergistic, to identify energy implementation strategies. The overall expectation for the university is a savings of \$10 million in energy savings per year. Also, the CAFE Research office is undertaking an effort to reduce utility consumption in the departments. The Horticulture and Entomology departments volunteered to have their operations evaluated for ways to improve resource use. One project of note is an evaluation at the South farm for digging a well. Water usage for horticultural crops is extremely high so a productive well would significantly reduce water costs.

**Goal 6b:** By 2020, all on- and off-campus facilities will have leading-technology internet.



*All research farms and stations now have high-speed internet access.*

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



*Restructuring and retention efforts created increased coverage for preventative maintenance and freed up funds for new farm equipment and facilities.*

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



*Evaluation of potential energy savings implementation strategies is ongoing.*

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