PROGRAM REVIEW IMPLEMENTATION PLAN
ANNUAL PROGRESS REPORT
CLD 2021-2022

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

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

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

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

Analysis of results and reflection: The department has had a retirement and an inter-college faculty transfer since the 2020 review. These departures have alleviated a focal point of conflict observed by the review team. Consequentially, the relevance of recommendation one has diminished somewhat, and discussions regarding adoption of a process for conflict resolution have not been particularly fruitful. Conflict among faculty does not appear to be a burning issue any longer. Not to suggest that disagreements among faculty no longer happen, but they are more about scholarship and the curriculum, rather than personal grievances. Scholarly disagreements still exist, but these are typically addressed through discussion and votes taken at department meetings.

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

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

Assessment method: Evidence that strategic planning is proceeding.

Results: The college is operating under its 2015 - 2020 strategic plan (SP). We would like CLD's strategic plan to align with that of our college, so we have not yet held a comprehensive SP retreat. That said, we have made good progress in reviewing our undergraduate programs, and we are in the final stages of revising our CTE-BS program, and have completed two working sessions focused on a major revision to the structure and content of our CLD-BS program (both actions address recommendations 3 and 4, listed below). We have also made good progress regarding strategic planning regarding our Extension programs - discussed below under recommendation 5.

Analysis of results and reflection: As mentioned above, we are making good progress regarding selected planning for UG and Extension programs.

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

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

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

Results: The university's most relevant formula that provides additional financial resources is the Net Tuition Revenue model, which rewards growth in instructional programs relative to a predetermined "base year". CLD performed quite well under the NTR model relative to some other CAFE units for FY 2022 (in fact, CLD was a top performing unit within CAFE). A portion of NTR funds awarded to the college were returned to the department in FY 22. In addition to the funds distributed from NTR, which can be used to hire PTIs, CLD has two Lecturers with responsibilities to support CAFE's AFE 100 program. The department transferred recurring funds to CAFE's AFE 100 program to buyout the lecturers' time, which adds additional teaching resources for CLD's undergraduate program. The department has also hired a temporary staff/PTI to provide additional resources for our CTE-BS program, and we have received preliminary approval to hire a 3rd faculty position to support the CTE-BS program. In addition to instructional programs, the faculty position is also expected to strengthen CLD's research and graduate program.

Analysis of results and reflection: We are pleased to have received support for a 3rd faculty position to support the CTE-BS program. The other funds mentioned above (NTR and temporary staff) may not be sustainable. The NTR funds depend on overall college performance, and therefore out of CLD's control. Funding for the temporary staff is short term.

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

Recommendation 4.
Review undergraduate and graduate programs to strengthen integrity, value, and reputation.

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

updated.

Results: As previously mentioned, we have made good progress in reviewing our undergraduate programs, and we are in the final stages of revising our CTE-BS program, and have completed two working sessions focused on a major revision to the structure and content of our CLD-BS program.

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

Ongoing improvement actions: Completion of UG review is expected to conclude in Spring 2023.

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

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

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

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

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

Recommendation 6.
Develop a plan (as part of the departmental strategic plan identified in recommendation 2) to strengthen the research mission of the department.

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

Results: Since the review we have proposed two new faculty positions, both have greater than 40 percent of their responsibilities to support the research mission of the department.

Analysis of results and reflection: The disposition of those two positions is pending final approval from the Dean's office.

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

Recommendation 7.
Develop a plan (as part of the departmental strategic plan identified in recommendation 2) to improve the

community engagement mission of the department.

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

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

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

- Empirical, Action, and Participatory Research - CIL affiliates collaborate with communities of place, practice and interest to cultivate, apply and evaluate cutting edge community practices.

- Critical Practice - CIL affiliates implement skills associated with listening and respect, power analysis, community deliberation, public facilitation and cultural sensitivity in both practice and reflection.

- Reflection - CIL affiliates engage in reflective processes regarding success, failures, and lessons learned.

- Knowledge Sharing - CIL affiliates share conceptual models, theoretical frameworks, best practices, and lessons learned with each other and the communities with whom we engage.

- Education and Outreach - CIL affiliates promote educational venues and programming highlight community innovations and lessons learned to strengthen communities and add to the greater body of knowledge.

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

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

Recommendation 8.
Develop facilities use and needs plan (as part of the departmental strategic plan identified in recommendation 2) for the department in coordination with the help of CAFE/UK facilities planners.

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

Results: The Chair participated in an architectural planning committee in 2017, which was associated with a project referred to as the "Barnhart Bldg. Extension". This project has been approved to begin, but we have not received an indication that CLD is still expected to move to that new facility, as was the original plan.

Analysis of results and reflection: The Barnhart Extension would solve the facilities shortcoming identified in the 2020 program review.

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