

**PROGRAM REVIEW IMPLEMENTATION PLAN  
PROGRESS REPORT  
Veterinary Science  
2018 - 2019**

**1. Enhance development/fundraising efforts by hiring an Equine Philanthropist and by other means.**

**Assessment method:** The department receives regular reports providing quantitative data on the number of philanthropic-related visits, solicitations, and donations received. These reports are provided by the philanthropy office and presented by the Equine Philanthropy Director to the Chair. Assessments are based on analyses of these data.

**Results:** As Equine Philanthropy Director, Ms. Danielle Jostes provides leadership on equine-related philanthropy for the Department of Veterinary Science, working closely with the Gluck Equine Research Foundation Board and Ms. Pamela Gray, Senior Director of Philanthropy for the College. As support for Ms. Jostes' position is shared with UK-Ag Equine Programs, she also assists them with fund raising. Ms Patsy Garrett serves as the administrative assistant for Ms Jostes' position.

**Analysis of results and reflection:** Ms Jostes has established an excellent working relationship with Dr. Stuart Brown, Chairman of the Gluck Equine Research Foundation Board of Directors, and Mr. Dermott Ryan, Chair of the GERF philanthropy committee. In the past year, the philanthropic efforts for the department made excellent progress as evidenced by the increase in the number and value of gifts to this department.

**Ongoing improvement actions:** The department will continue to expand these initiatives. Another priority is to improve communication and relationship building with current and historical benefactors.

**2. Over the imminent period of faculty turnover, replace faculty while maintaining emphasis on the horse.**

**Assessment method:** Review current plans for faculty recruitment and job descriptions to ensure that they reflect the expectations of the program for new faculty hires.

**Results:** During the period of this review, two new faculty member were hired and an additional faculty have been recruited to start in 2020. We are also in the process of filling an open endowed chair position. An anticipated vacancy in veterinary toxicology at the UKVLD will also be recruited, once approved.

**Analysis of results and reflection:** Dr. Ted Kalbfleisch joined the department in the position of Associate Professor in Equine Bioinformatics. Dr. Kalbfleisch brings to the department an international reputation in bioinformatics. The need to add expertise in this area was identified by the faculty during our initial discussions of future needs for the program. Dr. Kalbfleisch has already begun several collaborative projects with faculty in this department

and elsewhere. The second person hired, Dr. Scott Stanley, is an analytical chemist who brings much needed expertise in equine drug testing. Dr. Stanley will lead a research program in the Gluck Center focused on the development of novel methods for detecting drugs in equine athletes. He will also serve as the director of the new equine drug testing laboratory. Dr. Feng Li will be joining us in January 2020 as the W.R. Mills Chair in Equine Infectious Disease. Dr. Li is an internationally recognized expert in RNA viruses and will bring an active research program to this department.

**Ongoing improvement actions:** We are in the process of recruiting into two additional positions. Dr. Cynthia Gaskill, veterinary toxicology, will be leaving the university in December 2019 and a search committee has been formed to recruit her replacement. As noted above, we are also in the process of recruiting a candidate for the Wright-Markey Chair in Equine Infectious Disease. This position was held by Dr. Charles Issel who has retired. The individual recruited into this endowed chair position will complement and extend the Department's current expertise in the area of equine infectious diseases.

**3. Provide competitive startup packages for the new faculty hires, including funds for renovation of laboratory facilities, and modernization of equipment at GERC.**

**Assessment method:** Review current practices and plans going forward to provide competitive start-up packages.

**Results:** As noted above, three faculty were or will be filled within the current review period. The start-up packages for both positions utilized a combination of college and departmental funds. In the case of the bioinformatics position, an endowment account was used to provide the funds. In the case of the analytical chemist, a gift account along with college funds were the source of the start-up package. The college also provided support for laboratory renovations for the Analytical Chemist position. Dr. Li's start-up package is being provided by the W.R. Mills Endowment. Funds from this endowment were also used to renovate his laboratory space on the third floor of the Gluck Center.

**Analysis of results and reflection:** Our start-up packages have been highly competitive. These funds provide the new faculty with the means to establish their research program and support their efforts to procure external funding for their programs. Owing to the limited availability of college funds for start-up packages, the department will need to be more reliant upon its own resources for this purpose. In terms of endowed chair positions, this entails using the saved distribution funds for this purpose. Non-endowed positions will require other sources of funding.

**Ongoing improvement actions:** Efforts continue to renovate laboratory space in anticipation of recruiting new faculty into that space. Identification of departmental start-up funding remains a priority.

#### **4. Improve farm infrastructure and increase staffing at farms.**

**Assessment method:** Periodic review by the Departmental Animal Resources Advisory Committee in consultation with the Animal Resources Manager and, where appropriate, the individual farm managers.

**Results:** We continue to strive for ways to improve the efficiency of our farm operations. The number of horses on North Farm has been stabilized at 225 head. The adoption of a rotating work schedule has helped to provide adequate coverage while minimizing cost. A new isolation facility is being prepared on North Farm which will allow us to abandon the former facility located on South Farm which was in need of repair.

**Analysis of results and reflection:** With the recent departure of Mr. Lynn Ennis, Ms Courtney Lawson was hired as our new facilities manager and she is working with the Chair of the Department and the Animal Resource Committee to develop a strategy for renovations, increased staffing, and equipment replacement for the farms. Stabilization of the number of horses has facilitated budget planning and thus allowed per diem costs to remain fixed, thus enabling faculty to accurately project animal costs for grants and contracts.

**Ongoing improvement actions:** - The chair of the Animal Resource Committee is to schedule a meeting with the expressed purpose of developing a strategic plan for our farms.

#### **5. Maintain horse breeding programs for general purpose herds as well as specialty herds (i.e., geriatric, parasitology, and viral arteritis).**

**Assessment method:** Periodic review by the Departmental Animal Resources Advisory Committee in consultation with the Animal Resources Manager.

**Results:-** The specialty herds of geriatric horses and parasitology horses are currently being supported and maintained in part by the efforts of Dr. Amanda Adams and Dr. Martin Nielsen. Dr. Adams has recently received a significant gift which will be utilized to defray some of the costs of her herd. As part of this gift, consideration is also being given to expanding the research laboratory space at the Orin Little Research Farm. An effort is also underway to find funding for Dr. Nielsen's parasitology herd. Breeding decisions for the general herd are based on anticipated needs for foals and young horses.

**Analysis of results and reflection:** - Continuing efforts are needed to address the goal of securing funding for farm support. The Animal Resources Advisory Committee will work with the Chair and Danielle Jostes to develop a strategy for soliciting funding for this effort.

**Ongoing improvement actions:** The Animal Resources Advisory Committee will work with faculty to develop a mechanism for breeding decisions as well as for developing a process for getting horses off the farm in order to successfully maintain the general research herd of horses.

**6. Facilitate financial transactions of VDL with GERC and other units at UK, in order to better synergize VDL with the VSC research program.**

**Assessment method:** Review current practices and discuss with the director of the VDL, his business manager and financial staff from the GERC and the College.

**Results:** A meeting between UKVDL, Gluck and College business staff identified a process for direct accounting of UKVDL resources and time.

**Analysis of results and reflection:** The new procedure was implemented. To date, we have not heard of any problems.

**Ongoing improvement actions:** We will continue to review current practices for facilitating financial transactions between VDL and GERC faculty.

**7. Consider mechanisms to expand teaching opportunities for graduate students and postdocs.**

**Assessment method:** The Director of Graduate Studies and graduate program assistant will send periodic email requests for information to monitor graduate student and postdoctoral student teaching activities.

**Results:** Veterinary Science graduate students continue to participate in teaching activities whenever possible. Less formal teaching activities include supervising/mentoring undergraduate and DVM students in the laboratory.

**Analysis of results and reflection:** While the Department continues to encourage and provide opportunities for our graduate students to participate in teaching activities, there is no formal process in place. Classwork and research responsibilities are frequently cited as reasons for not participating in this area even when there is an interest to do so. The Director of Graduate Studies, Dr. Dan Howe, and the Chair will work on developing a plan to formalize the teaching opportunities for your students.

**Ongoing improvement actions:** The Veterinary Science faculty will be encouraged to devise student teaching opportunities in their own courses and in courses taught by colleagues in other departments. The Department Chair and DGS will meet with the Associate Dean for Instruction and the Chair of Animal and Food Sciences to develop a strategy for providing teaching assistantship tuition waivers to VS graduate students in return for serving as teaching assistants in Equine Science and Management courses.

**8. Explore the possibility of expanding the definition of the “Gluck Equine Center” to allow affiliations of others in Equine Programs and beyond.**

**Assessment method:** A committee was appointed with representation from this department and others within the college, and stakeholders. Recommendations made from this

committee will be presented to the faculty for discussion. A final report will then be forwarded to the Dean for consideration.

**Results:** Following discussions with faculty at monthly faculty meetings and, in more detail, at a faculty retreat last spring, a number of action items were developed which included reviewing university policies and procedures regarding current centers. It was also decided that we should invite the directors of several current centers to meet with the faculty to share their experiences.

**Analysis of results and reflection:** There are still questions and concerns among many of the faculty regarding this possibility. Many of these concerns are in regards to the future financial and operational relationship between the “Gluck Center” and the Department of Veterinary Science. To address these concerns, it was proposed that other center directors be asked to provide their perspective on these same relationship issues between their center and the participating departments.

**Ongoing improvement actions:** Invitations will be extended to the Directors of several university centers to meet with the faculty. A list of specific questions will be developed and shared with each of the directors prior to their visit in order to enhance these discussion.

**9. Explore ways to foster a culture of inclusiveness of all sectors of the department including GERC, AGTRL and VDL affiliates, encompassing all missions including research, teaching, and service. Take steps to enhance communication between cohorts in the department (office staff, technical staff, students, postdocs), for example by including representatives of each group in regular departmental meetings.**

**Assessment method:** Efforts are continuing to expand the communication efforts amongst faculty, staff and students. Social activities are also planned to foster a better sense of community. Feedback from the @Work survey will be used to assess the effectiveness of these measures

**Results:** The departure of key staff members involved in this effort has resulted in an overall decrease in social and communication activity. The annual department BBQ was held and expanded to include staff members from the new drug testing laboratory. This event continues to provide a relaxing opportunity for all to come together and get to know each other better. A staff support committee has been appointed which is charged with monitoring and improving centralized service functions within the department. This committee reports directly to the Chair. The DGS met with the graduate students who provided him with a list of ideas and suggestions regarding some departmental operations. Many of these suggestions will be put into action this coming year.

**Analysis of results and reflection:** The loss of several key persons involved in social and communication activities within the department has resulted in fewer activities than previous years. As new faculty and staff come on board we expect to see an increase in these activities as they assume their roles in the department.

**Ongoing improvement actions:** We hope to see an increase in departmental communications through the re-establishment of various communication efforts including, "In The Know". A re-invigorated social committee containing new members will increase activity in this area.

**10. The department should appoint a committee to determine whether there is a need to clarify the Statement of Evidences for merit evaluation and promotion as it applies to Clinical Title Series Faculty.**

**Assessment method:** A committee was formed to improve the Statements of Evidence for evaluation and promotion of clinical title series faculty

**Results:** The University rules for evaluation of clinical title series faculty provides considerable latitude and limited specific directions to departments for evaluation of Clinical Title Series faculty. The department rules likewise provide wide latitude. The job descriptions of the current clinical title series faculty include a diverse range of duties and responsibilities for each position.

**Analysis of results and reflection:** More specific guidelines are needed.

**Ongoing improvement actions:** The job descriptions for current faculty in this title series are now being considered as specific Statements of Evidence.

**11. Provide a more comprehensive graduate student handbook.**

**Assessment method:** The Veterinary Science graduate student populace was polled to assess their satisfaction with the updated graduate program guide.

**Results:** Based on input from the Veterinary Science graduate student populace (solicited and conveyed by the departmental grad student representative) and from the department's Curriculum and Teaching Committee, the graduate program guide has been revised and expanded. Updates were made, and further information regarding course and degree requirements was added to the document. Additionally, two appendices were incorporated into the guide (Veterinary Science Research Assistantships: Conditions of Appointment and the Association of American Medical College's Compact Between Biomedical Graduate Students and Their Research Advisors).

**Analysis of results and reflection:** The revision has yielded a more complete and informative guide for graduate students in our program.

**Ongoing improvement actions:** The graduate program guide should not be considered a static document, so we will continue to seek periodic input from VS graduate students and faculty for updates and improvements to the guide.

**12. Increase external communication/public dissemination efforts**

**Assessment method:** A group of social media ambassadors were appointed to help share information about the department on social media

**Results:** Steps have been taken to formulate guidelines for the ambassadors and a recruitment effort will continue. Some faculty remain actively engaged in these efforts. Efforts to increase faculty participation are ongoing and have recently yielded some additional content. University guidelines and regulations regarding the use of social media were discussed at a faculty meeting.

**Analysis of results and reflection:** While some are engaged in this process, they represent a minority of faculty. Efforts are underway to encourage further participation.

**Ongoing improvement actions:** Increase faculty participation. Assure that all external communications, especially social media, meets all university regulations.