

**PROGRAM REVIEW IMPLEMENTATION PLAN  
PROGRESS REPORT  
Veterinary Science  
2016 - 2017**

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

**Assessment method:** Going forward, the department will receive quarterly reports providing quantitative data on the number of philanthropic-related visits, solicitations, and donations received by the Department of Veterinary Science. These reports will be prepared by the UK College of Agriculture, Food and Environment Office of Philanthropy and Alumni. Assessments will be based on analyses of these data.

**Results:** During 2017, an Equine Philanthropy Director, Ms. Danielle Jostes, was successfully recruited. Ms. Jostes will provide 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. Support for Ms. Jostes' position is shared evenly with UK-Ag Equine Programs to the synergistic benefit of both groups.

**Analysis of results and reflection:** Ms. Jostes started in March, 2017 and immediately began making positive contributions. She is visiting previous donors, facilitating and coordinating interactions with the Gluck Equine Research Foundation Board of Directors, and planning community events to enhance communication with both existing and new external stakeholders. Initial quantitative data on philanthropic efforts for the department will be available in the 2017-2018 reporting cycle.

**Ongoing improvement actions:** The department will continue to support and expand these initiatives. The priority is to improve substantive communication and relationship building with current and historical benefactors, while establishing strategies for a sustained expansion of the donor base.

**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 were hired and two additional positions were developed.

**Analysis of results and reflection:** The two recent faculty hires were the result of discussions by the faculty on the research emphasis of these positions. In one case, the decision was made to enhance the equine immunological expertise of the program by recruiting a candidate with this background and research experience. In the other case, the

decision was made to recruit a bacteriologist with expertise in molecular pathogenesis, but not necessarily with a current emphasis in equine infectious disease. However, it was emphasized during the recruitment that this individual would develop an equine-specific aspect to her research program. The recruitment of these two individuals is deemed to be consistent with the department's overall goal of recruiting faculty with research expertise that will compliment current efforts in the program. This was accomplished by recruiting someone with an ongoing effort in equine immunology and someone else with an interest in developing an equine-specific program.

**Ongoing improvement actions:** We are in the process of developing two additional positions. Here, again, the priority is to look for someone who will bring needed new and complementary expertise to the department's existing research programs and has the potential to develop an equine-specific emphasis in their research or already has this focus.

### **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:** Two faculty were hired within the current review period. Start-up packages were developed using both college and departmental funds. In one case, an endowment account was used to provide the funds. In the other, a gift account was the source of the start-up package. In both cases, the college also provided support for major equipment purchases.

**Analysis of results and reflection:** Both start-up packages were highly competitive. These funds will provide the new faculty with the means to establish their research program and support their efforts to procure external funding for their programs. The equipment funds provided by the college have already been used to purchase multiple pieces of laboratory equipment. Both new faculty indicated their satisfaction with their packages.

**Ongoing improvement actions:** Two additional faculty members are expected to be recruited over the next year. We have already identified an endowment source for one of these positions. Additional funds will be needed to provide support for the second position. We will work with the college and the university to identify these funds. Efforts are also underway to renovate laboratory space on the third floor in anticipation of recruiting an endowed chair in infectious disease into that space.

### **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 Research Farms director.

**Results:** North Farm: Installed \$126,779 worth of fencing, purchased 2017 model and a one ton, 4WD truck (\$35,293), Increased staffing at the North Farm to manager plus six crew

members, including changing one position from STEPS to full-time with benefits, leaving only two STEPS positions. Additionally, three students are available on weekends and holidays. North Farm personnel assist at OLRC as needed. OLRC supervision was changed from a Research Farm Tech 3 position to a Farm Manager 2. The main support position was increased from a Farm Tech 1 to a Farm Tech 2 and there is a Farm Tech 1 (STEPS) position as well. Three students help with weekends and holidays.

On campus personnel (Farm Tech 3) routinely starts the morning helping at the North Farm and also covers at OLRC when needed and available. One part-time, STEPS, employee covers ARM office, OLRC and North Farm as needed and available.

Woodford county farm: Infrastructure improvements including fence repair, addition of a water drinker, addition of a hot walker, addition of a run-in shed, and several improvements made to the barn including painting of doors, addition of wind breaks for aisle ways, new aisle footing, expansion of a small lab in the barn office area, and several dead trees cut down. Transition of Seth Hatfield to be the farm manager and hiring of a third person to help maintain this farm.

**Analysis of results and reflection:** Results address the IP goals of (1) significant renovations, (2) increased staffing, and (3) equipment replacement.

**Ongoing improvement actions:** -In the process of purchasing one John Deere, Z-Trak riding mower to improve long term financial savings. Annual lease price of \$2,700 vs. purchase from lease price of \$6350 will result in a significant savings over the expected life span of this mower. A similar approach may be used to acquire other equipment.

## 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 and users of dedicated herds.

**Results:**-Recent hiring of Dr. Allen Page on July 1, 2017, to provide veterinary support for our farms and to help with improving the strategies for our breeding program. The specialty herds of geriatric horses and parasitology horses are currently being supported and maintained in part by the efforts of Dr. Adams and Dr. Nielsen.

**Analysis of results and reflection:** -Addition of Dr. Page to the Department staff provides a more direct link to IACUC and insight into its policies. Further efforts are needed to address the goal of securing funding for farm support. This will involve the new Philanthropy Director, Danielle Jostes

**Ongoing improvement actions:** The Animal Resources Advisory Committee, along with Dr. Page, are continuing 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 this 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 is scheduled for this semester to begin the process of reviewing current practices.

**Analysis of results and reflection:** None available at this time.

**Ongoing improvement actions:** The committee will review current practices and identify alternative approaches 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:** During 2016-2017, two students participated in teaching activities. One graduate student provided two, 50-minute lectures in a Theriogenology course at Lincoln Memorial University College of Veterinary Medicine (LMU). Another student assisted in the ASC 101 course in the UK Department of Animal and Food Sciences.

Thus far in 2017-2018, two students have been involved in teaching activities. One student provided three lectures in a Parasitology course at LMU. This student is also assisting with the Parasitology section of the Diagnostic rotation that LMU students are attending at UK (one day every four weeks). A second student continues to assist with the ASC 101 course, teaching labs and providing lectures.

**Analysis of results and reflection:** The information obtained thus far has provided a baseline for us that we can compare to in future years to assess whether our efforts have been successful in finding more teaching opportunities for our graduate students.

**Ongoing improvement actions:** In Spring, 2017, a request was sent to students to indicate their interest in teaching opportunities. For the LMU teaching opportunities, students were asked to provide a CV and a brief statement outlining the topics they feel qualified to teach. This information was then provided to Dr. John Dascanio, LMU Associate Dean, for him to circulate to LMU course instructors to identify student teaching opportunities. This process will be continued on an annual basis.

**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 will be appointed with representation from the department, other departments within the college, and stakeholders

**Results:** No results to report at this time.

**Analysis of results and reflection:** Efforts will continue and the committee will be appointed within the fall semester

**Ongoing improvement actions:** will continue as planned

**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:** Members of the committee established to address this goal were initially sent an email asking for potential ideal persons from the categories office staff, technical staff and students/post-docs that would be willing and open to share honest opinions and provide suggestions on what they'd like to see done to improve the inclusiveness of the various sectors within the department. Committee participation was minimal and an external committee member provided the names of 3 individuals that were very willing to provide insight into the subject matter. An email was also sent to the vast majority of the in-house faculty of the UKVDL for feedback with minimal response

**Results:** The staff representative believed that they should have more exposure and input on interviews as they will be the ones having to work more closely with these individuals versus the students that tend to get more exposure during the interview processes yet they have such a rapid turnover (feeling left out). The lack of faculty informing staff on current topics or general happenings within the department was noted. The student representative desires standardization or outline for the qualifying exam or dissertation/thesis

**Analysis of results and reflection:** Continue with "In The Know" but to include faculty/staff and events that also occur at the UKVDL. Continue the annual department BBQ to provide a more relaxing event for all to come together and get to know each other better. Design a more unified department T shirt/gear that faculty/staff/students can wear at various events. Consider attending various functions (equine themed events, games, etc.) to tailgate wearing our unified department paraphernalia. Additional comments: continuation of workshop retreats for brainstorming, additional "Can't Stop The Feeling Videos", increase visibility on social media, Three Minute Thesis competitions (3MT), department wide meeting twice a year, "welcome new students" panel-like discussion provided by the hospitality committee to execute in August months. Aforementioned student concern is being addressed by the committee chaired by Dr. Dan Howe.

**Ongoing improvement actions:** Have a T-shirt/Polo/Hat screen print designed for the department as a whole that unifies and doesn't delineate the individual entities of the department to use for tailgating purposes. Identify potential events (football/basketball games, Keeneland, Churchill Downs, etc.) that the department can attend to let the public know that we do exist all while having a

relaxing time to bond as a department. Department updates and current events are distributed to the department widely through "In The Know".

**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 committee met on one occasion and has had several email discussions. The department and University rules were examined. The job descriptions of current clinical title series faculty were collected.

**Analysis of results and reflection:** 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. More specific guidelines are needed. The job descriptions of the current clinical title series faculty include a diverse range of duties and responsibilities for each position.

**Ongoing improvement actions:** The job descriptions for current faculty in this title series are being considered as specific Statements of Evidence are drafted for consideration by the entire faculty next Spring.

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

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

**Results:** The process of revising the graduate program guide has just been initiated, so no results at this time.

**Analysis of results and reflection:** N/A

**Ongoing improvement actions:** Current Veterinary Science graduate students have been asked to provide input on the guide revision. Their comments/suggestions will be incorporated into the new graduate program guide.

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

**Assessment method:** Appointing a group of social media ambassadors 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 ensue within the fall semester.

**Analysis of results and reflection:** Progress satisfactory.

**Ongoing improvement actions:** Initiative continues as planned.