Mission Statement
The mission of the department is to address short-term and long-term equine health and well-being problems of the Commonwealth of Kentucky through innovative, focused and interdisciplinary programs of excellence in comparative biomedical research, public service and education.

Vision Statement
The Gluck Equine Research Center strives to be an international leader in equine research as well as provide the equine industry and veterinary community with information to improve health and well-being. We also strive to educate the next generation of researchers through our graduate program.

Goal 1: Prepare Graduate Students for Leading Roles in an Innovation-driven Economy and Global Society. Preamble: One of the major activities of this department is graduate education of students about problems that threaten the health and well-being of the horse and the methods used to understand and solve them. Success requires a cadre of talented students and a program that challenges the students to use appropriate and effective methods to solve problems.

Objective 1: Recruit and retain high caliber graduate students.
Objective 2: Provide high quality graduate education in veterinary sciences.

Significant Challenges
1) Recruitment of talented graduate students is competitive.
2) Funding for Student stipends is limited.
3) Funding the research infrastructure for students is challenging.

Strategies
1) Maintain competitive student stipends.
2) Aggressively pursue funding for student stipends from diverse sources.
3) Maintain graduate student stipends at levels that are competitive with our benchmark programs.
4) Aggressively seek support for research infrastructure in the department.

Key Indicators
1) Enrollment maintained at an average of no less than 1 graduate student or post-doc per faculty FTE.
2) Average time to PhD maintained at 5 years.
3) Increasing the number of funded fellowships for the Veterinary Science Department.
4) Production of an average of one abstract per year and authorship of 0.5 manuscript per year per graduate student.

Goal 2: Promote Research and Creative Work to Increase the Intellectual, Social and Economic Capital of Kentucky and the World Beyond.

Preamble: The Horse Industry is a signature industry for the Commonwealth of Kentucky. Activities of the Veterinary Science Department contribute to the success of that industry by providing solutions to problems that threaten the health and well-being of the horse. The Gluck Equine Research Center is world renowned for equine veterinary research. The scientists in this program are expected to provide leadership in anticipating, addressing and solving health problems of horses.

Objective 1: Develop infrastructure that makes possible the effective research befitting a world class institution.

Objective 2: Make discoveries that benefit the health and well-being of horses as well as the horse industry and the Commonwealth of Kentucky.

Objective 3: Communicate basic research to the scientific community and promote the practical application of those discoveries to the equine industry and veterinary profession.

Significant Challenges
1) Funding for equine health research is limited relative to the number of problems.
2) The escalating cost of new equipment limits ability to apply contemporary technical approaches.
3) Adequate animal housing and care costs are increasing while funds available for these expenditures are limited.

Strategies
1) Successfully compete for extramural research funds by using local resources to generate preliminary results that will encourage extramural funding.
2) Timely publication of research results in highly regarded journals demonstrates productivity and encourages funding agencies to provide support.
3) Ensure that research programs have access to the most current technologies and equipment.
4) Prioritize development of research facilities, beginning with infectious disease isolation units (BL2) and maintenance of experimental animal facilities.
5) Host meetings of scientists and veterinarians to address specific health
problems of horses.
6) Promote applications of discoveries through reports in popular press and patenting.

Key Indicators
1) Maintain current level of applications for extramural support from agencies with funding targeted at equine research.
2) Maintain current level of applications for federal research grants when applicable to horses.
3) Have each faculty with more than 50% research DOE apply for at least one extramural grant per year.
4) Refereed publications maintained at an average of no less than 3 per year per research faculty FTE.
5) Host one regional, national or international scientific meeting per year on a topic of equine health.
6) Faculty members from the Gluck Center should present an average of at least one abstract or lecture at a regional, national or international scientific or professional meeting annually.
7) Maintain an average of one publication per faculty FTE in popular press per year.
8) Maintain at least one intellectual property application per year.

Goal 3: Develop the Human and Physical Resources of the University to Achieve the Institution's Top 20 Goals.

Preamble: Success of the department depends on the quality of personnel. High caliber scientists, including faculty, post-docs and graduate students are needed to characterize problems and effectively find solutions. Furthermore, strong and motivated staff support is necessary to perform excellent research. High morale is a result of personnel working well together and encouraging growth and creativity.

Objective 1: Recruit and retain highly qualified faculty, postdoctoral fellows and other senior scientists.
Objective 2: Hire and retain highly qualified staff.
Objective 3: Maintain high morale among employees at the Veterinary Science Department.

Significant Challenges
2) Overall budget cuts
3) Competition with other academic institutions and private industry for employees.
4) Freezing of 3 faculty positions.
5) A generational shift among faculty members within the next 5-10 years.

**Strategies**
1) Advertise widely and access personal networks to find talented scientists and staff for open positions.
2) Make strategic hiring decisions to recruit entry level faculty.
3) Provide effective administration and a clear channel for addressing personnel problems.

**Key Indicators**
1) Success in recruiting high caliber faculty for endowed professorships.
2) Open and fill the three frozen faculty positions with entry level faculty.
3) Success in recruiting qualified staff for open positions.
4) Retention of scientists and staff 5 years beyond their initial hire where appropriate.

**Goal 4: Promote Diversity and Inclusion**

**Preamble:** Diversity of faculty, students and staff is key to having a successful program. Diversity allows each person to bring a unique understanding to addressing questions. Our diversity comes from a variety of factors including differences in gender, ethnic background, social and education experiences. We value diversity as a contributor to our missions and inclusion of a diverse employee base will make us more successful.

**Objective 1:** Maintain diversity of gender, ethnic, social backgrounds of employees.

**Significant Challenges**
1) Individuals may, knowingly or unknowingly, make choices that limit diversity.
2) Lack of availability of a diverse pool of applicants.

**Strategies**
1) Open positions will be advertised widely with a clearly stated commitment to diversity.
2) At the conclusion of a hire, the process will be assessed to determine whether or not there was an appropriate appreciation of the importance of diversity.

**Key Indicators**
1) Increase diversity of faculty, staff and students with respect to gender, racial and social backgrounds.
Goal 5: Improve Quality of Life of Kentuckians through Engagement, Outreach and Service

Preamble: The Veterinary Science Department is a beacon for health information on the horse and provision of a variety of services to help make the Kentucky horses industry a world leader.

Objectives 1: Provide general information to horse owners, horse caretakers, and veterinarians that help them to raise, sell, and race the best horses in the world.

Objective 2: Provide information on specific problems to aid veterinarians, horse caretakers and horse owners.

Significant Challenges
1) The full time extension faculty position in the Department of Veterinary Science is frozen.
2) Costs of services currently not recovered by the department.

Strategies
1) Open position and hire extension faculty member.
2) Conduct or co-sponsor at least two conferences a year on horse health for horse professionals.
2) Provide experts to speak and serve on panels at public meetings on horse health and well-being.
3) Continue to provide services through testing for genetics, infectious diseases, and toxicology in connection with ongoing research programs.
5) Implement expenditure recovery measures to defray costs of services.

Key Indicators
1) Hire a full time equine extension faculty member.
2) Conduct two meetings a year.
3) Participation of a majority of faculty as speakers, panelists and authors on lay articles on equine health.
4) Maintenance of service testing for local farms for unique and newly developed health assays.