

**PROGRAM REVIEW IMPLEMENTATION PLAN
PROGRESS REPORT
Veterinary Science
2017 - 2018**

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 philanthropy office. Assessments will be based on analyses of these data.

Results: 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. Recently we hired Ms. Patsy Garrett as an administrative assistant for Ms. Jostes' position.

Analysis of results and reflection: Since starting in March 2017, Ms. Jostes has been visiting previous donors and current board members of the Gluck Equine Research Foundation Board of Directors. She also serves as the director of the foundation board and assists the Chairman of the board, Dr. Stuart Brown, in the planning and execution of the board meetings. Initial quantitative data on philanthropic efforts for the department indicates good progress in this area.

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 one new faculty member was hired and two additional faculty have been recruited to start in 2019. We are also in the process of filling an endowed chair position.

Analysis of results and reflection: Dr. Emma Adam joined our faculty as an equine extension veterinarian. Dr. Adam's position will facilitate interactions between faculty and equine stakeholders as it relates to specific concerns regarding equine health. Dr. Ted

Kalbfleisch accepted the position of Associate Professor in Equine Bioinformatics. Dr. Kalbfleisch brings to the department an international reputation in equine bioinformatics. The need to add expertise in this area was identified by the faculty during our initial discussions of future needs for the program. The third person hired, Dr. Scott Stanley, is an analytical chemist who will bring much needed expertise in equine drug testing. While this position was not initially identified by the faculty as a priority area, the opportunity to hire a scientist of Dr. Stanley's caliber was unanimously supported.

Ongoing improvement actions: We are in the process of developing two additional positions. The departure of Dr. Udeni Balasuriya provided the opportunity to hire individuals with strong research programs in equine infectious disease into the vacant W.R. Mills and Wright-Markey endowed chairs. Our initial focus is on filling the Mills chair. A number of applicants have applied and we expect to begin interviewing in early 2019. We also plan to hold a faculty retreat to discuss priorities for future faculty hires.

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. The start-up packages for both positions will utilize a combination of college and departmental funds. In the case of the bioinformatics position, an endowment account will be used to provide the funds. In the other, a gift account along with college funds will be the source of the start-up package. The college will also provide support for laboratory renovations for the Analytical Chemist position.

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.

Ongoing improvement actions: Efforts continue to renovate laboratory space in anticipation of recruiting new faculty 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: We continue to strive for ways to improve the efficiency of our farm operations

Analysis of results and reflection: While we continue to address the Implementation Plan goals of significant renovations, increased staffing, and equipment replacement, the recent departure of our long-term facilities manager, Lynn Ennis, has necessitated a re-evaluation of these operations.

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 and users of dedicated herds.

Results:- Dr. Allen Page provides veterinary support for our farms and helps with improving the strategies for efficient use of our animal resources. 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.

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 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: The committee 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: During 2017-2018, eight Veterinary Science graduate students participated in teaching activities. One student provided lectures in a Parasitology course at Lincoln Memorial University College of Veterinary Medicine. This student also provided two lectures and a lab at the University of Tennessee College of Veterinary Medicine. One student taught a large animal clinical course at the University of Copenhagen. Two students had major responsibilities teaching the Parasitology section of the Diagnostic rotation for LMU students (one day every four weeks). Two students served as teaching assistants for the ASC 101 course with Dr. Jackie Wahrmond (AFS). The students taught labs, provided lectures, wrote quiz and exam questions, and graded homework. For one of these two students, this served as her teaching practicum (GS699), which was part of the curriculum she completed to receive the Graduate Certificate in College Teaching and Learning.

Less formal teaching activities include supervising/mentoring undergraduate and DVM students in the laboratory. Five graduate students reported that they served as the supervisor for an undergraduate (AFS, ABT, and EQSM) and/or LMU student's research project.

Analysis of results and reflection: Only two students reported participation in teaching activities during 2016-2017, so the prominent increase in teaching by our students during 2017-2018 is encouraging (8 students, 4 with formal classroom teaching responsibility).

In the past, VS grad students interested in LMU teaching opportunities have provided a CV and a brief statement outlining the topics they feel qualified to teach. This information was then given to Dr. John Dascanio, LMU Associate Dean, for him to circulate to LMU course instructors to identify student teaching opportunities. Unfortunately, this process has not been very successful in getting our students teaching opportunities. The process is likely hindered by the geographic separation between UK and LMU along with the need for LMU faculty to ensure quality teaching in their DVM curriculum and, thus, a reluctance to have lectures provided by a graduate student from another institution.

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. Although it has not yet proven very effective, we will continue to have graduate students submit a CV and statement of teaching interests to LMU for potential teaching opportunities. The academic coordinators and faculty members with instruction responsibilities in Animal Sciences, Agricultural and Medical Biotechnology, and Equine Science and Management will be contacted about potential volunteer teaching assistantship opportunities for VS graduate students.

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. Following initial discussions with faculty, a retreat is scheduled for all of the faculty to discuss this possibility.

Results: A retreat is planned to discuss this topic further.

Analysis of results and reflection: Depending upon the results from the discussions at the retreat, a plan will be formulated to address this opportunity.

Ongoing improvement actions: 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: 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.

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: 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 ensue within the fall semester.

Analysis of results and reflection: Progress satisfactory.

Ongoing improvement actions: Initiative continues as planned.