

**PROGRAM REVIEW IMPLEMENTATION PLAN
PROGRESS REPORT
Veterinary Science
2019 - 2020**

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: Ms Danielle Jostes continues to provide leadership on equine-related philanthropy for the Department of Veterinary Science, working closely with the Gluck Equine Research Foundation Board and its chairman, Dr. Stuart Brown. Ms Jostes' position is shared with UK-Ag Equine Programs and she continues to assist that program with their fund raising efforts. 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 prior six month period, excellent progress in the philanthropic efforts were evidenced by the increase in the number and value of gifts to this department. However, the present CoVID-19 situation has had a significant impact on the number of contacts and visits over the past months which will likely decrease overall levels of productivity

Ongoing improvement actions: The department will continue to expand these initiatives and anticipate a return to pre-CoVID activities once the pandemic subsides. We will continue strive to improve communication and relationships 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, three new faculty member were hired including an endowed chair in equine infectious disease, research title series faculty in infectious disease and a veterinary toxicologist. Additionally, and a second endowed chair in infectious disease has been recruited to start in Spring 2021. We are also in the process of filling an open pathologist position.

Analysis of results and reflection: Dr. Feng Li joined the department in the position of W.R. Mills Chair in Equine Infectious Disease. Dr. Li brings to the department an international reputation in infectious disease research. His expertise in molecular virology will compliment and expand the infectious disease research capabilities of this department. Dr. Dan Wang was also recruited with Dr. Li and provides additional expertise in the area of viral respiratory diseases. Dr. Megan Romano joined the Veterinary Diagnostic Laboratory as a veterinary toxicologist. Her prior experience in this field will allow the laboratory to continue to provide this unique service to our stakeholders. Dr. Lutz Goehring will be joining the department in March 2021 as the Wright-Markey Chair in Equine Infectious Disease. Dr. Goehring brings both clinical and research expertise in equine infectious. He will lead a research program in the Gluck Center focused on equine herpes viruses and will also provide expert consultation to local practitioners and farm managers on matters related to equine infectious diseases. The recruitment of these faculty will allow this department to continue to provide the vital research and service activities that support the equine industry of this state.

Ongoing improvement actions: We are in the process of recruiting a pathologist for UKVDL following the retirement of Dr. David Bolin. Dr. Bolin was a key member of the faculty located at UKVDL and an experienced pathologist. Efforts are underway to recruit a qualified individual to fill this important position. Dr. Karen MacDowell, equine reproduction, will be retiring in October 2020. While it is important to retain expertise in this area, the current CoVID-19 situation and its impact on the university's budget means that the filling of this vacancy will be delayed.

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 line were 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 W.R. Mills position, its endowment account was used to provide start-up funding for Drs. Li and Wang.. In the case of the toxicologist position, UKVDL funds were the source of the start-up package. A generous donation from the Kentucky Thoroughbred Owners and Breeders Association provided support for laboratory renovations for the Wright-Markey Chair.

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: 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: Ms Courtney Lawson serves as the facilities manager and works closely with the Chair of the Department and the Chair of 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 schedules regular meetings with those faculty using animals on the farm in order to develop operational plans and overall strategies 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 on 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 process for direct accounting of UKVDL resources and time has been implemented.

Analysis of results and reflection: To date, the approach has proven successful.

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. We have negotiated two TA positions which will be used to recruit and support two graduate students to this program.

Analysis of results and reflection: The two TA positions provided by the college will provide partial support for two of our students who will assist with the instruction of Equine Science and Management courses.

Ongoing improvement actions: In addition to these two TA positions, the faculty will be encouraged to devise student teaching opportunities within 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: There have been continued discussions at monthly faculty meetings and a number of action items were developed including a plan to meet with directors of other centers within the university. While a meeting was planned for this past spring, it was postponed due to the CoVID-19 situation.

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. However, since this meeting had to be postponed, no further action was possible.

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

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 CoVID-19 situation has resulted in a prohibition of planned social activities. The annual department BBQ was canceled. We were also unable to hold farewell parties for

those faculty and staff who retired last year. While Zoom-related activities were initiated in some cases, these proved less than satisfactory.

Analysis of results and reflection: The CoVID-19 situation has severely hampered our efforts. While efforts have been made to use Zoom and other methods to continue with our previous efforts, these have proven less effective.

Ongoing improvement actions: Once the CoVID-19 situation resolves, we expect to see an increase in departmental social activities. We are also committed to the re-establishment of other communication efforts including, "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 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: Holly Wiemers has become further involved in our social media and communication efforts. Efforts to increase faculty participation are ongoing. 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. Here, again the CoVID-19 situation has negatively impacted these efforts.

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