

**Faculty Excellence through Diversity at the School of Veterinary Medicine (Penn Vet)  
PROGRESS REPORT 2020**

In May 2012, the Penn Vet Action Plan for Faculty Excellence through Diversity outlined major goals to help recruit, retain, foster, and mentor an ever more eminent and diverse faculty. Over the past eight years, substantial progress continues to be made towards each of these goals, with new initiatives and programs continually being developed. This report summarizes our revised goals, major accomplishments, and response to ongoing diversity-related challenges within Penn Vet and the veterinary profession.

Specifically, Penn Vet's diversity-related accomplishments include: **1)** sustainable leadership and infrastructure to support diversity, equity and inclusion (DEI) efforts, including new diversity leadership positions, councils, and faculty advisory groups, as well as implicit bias training for all Penn Vet faculty; **2)** recruitment of the best-qualified scholars through use of best search practices by faculty search committees and continued oversight of every faculty search by a Diversity Search Advisor; **3)** diverse faculty retention through best mentoring practices and the development of clarified guidelines and expectations for reappointment and promotion in each faculty track; and **4)** education of faculty, students, and staff on the value of inclusion and respect through new DEI courses, onboarding and orientation programs, lecture series, workshops, town hall discussions, and participation in University DEI-related events. *Lastly, this report documents a continued improvement in the Penn Vet Standing and Associated Faculty profile based on gender and ethnicity (Table 1).*

**GOAL 1: COMMUNITY: To establish sustainable leadership and infrastructure to support diversity, equity, and inclusion (DEI).**

**A. Regular profiling of faculty based on gender, ethnicity, track, and rank:**

1. Definition and assessment of Diversity: Diversity within Penn Vet is viewed broadly and includes but is not limited to diversity in race, gender, sexual orientation, gender identity, socioeconomic status, religion, national or ethnic origin, citizen status, age, disability, veteran status, and diversity of thought. Of these, the quantifiable metrics of gender and ethnicity are being used to biannually assess Penn Vet's faculty composition (e.g. **Table 1**).
2. Faculty Database: A faculty database is now available for each of the four academic departments, where faculty are categorized by track (Tenure Track-TT vs. Clinical Educator-CE vs. Research-RT vs. Academic Clinician-AC), rank, gender and ethnicity. This profile is updated four times per year, is presented annually at School-wide faculty meetings, and is serving as an annual metric to assess outcomes of the Diversity Plan initiatives.
3. The Office of Faculty Affairs and Diversity: A centralized office exists to oversee the initiatives outlined in the Diversity Plan. This office maintains and updates the faculty database, oversees online diversity content and resources, and disseminates relevant information to Penn Vet faculty, students, and staff.
4. Faculty Affairs and Diversity Resources on "Inside.vet": This employee intranet contains information regarding faculty recruitment, reappointment and promotion guidelines for each faculty track, faculty mentoring and development, and established protocols on best search practices and unconscious bias, DSA responsibilities, and the Diversity Plan with annual updates:  
<http://inside.vet.upenn.edu/area?category=The+Office+of+Faculty+Affairs+and+Diversity>
5. External DEI Web Resources: This newly developed section of the Penn Vet website details student and faculty diversity initiatives and provides information on diversity-related opportunities in education, research, and community engagement: <https://www.vet.upenn.edu/about/diversity-at-penn-vet/about-diversity>

**B. Establishment of diversity leaders and advisory groups at Penn Vet:**

6. Associate Dean of Faculty Affairs & Diversity (Dr. Olena Jacenko): The Assoc. Dean of Faculty Affairs and Diversity attends regular “Deans and Chairs” and “Deans’ Council” meetings at Penn Vet to discuss diversity initiatives, best search and mentoring practices, faculty searches, faculty actions, and expectations for success in different faculty tracks. She oversees Faculty Council (see #10), is the lead Penn Vet Diversity Search Advisor (DSA), oversees unconscious bias training for faculty, and is a member of Penn Vet’s Diversity Council (see #9). At the University level, she represents Penn Vet at the Provost Staff Conference Subcommittee, is a member of Penn’s Diversity, Equity and Inclusion Group (formed 6/2020), and is a founding member of the Penn Forum for Women Faculty (PFWF), which sponsors various diversity related events.
7. Associate Dean of One Health (Dr. Jenni Punt): Dr. Punt was appointed in 8/2017, with the charge of broadening the veterinary profession by developing “One Health”-related Master’s programs to bridge veterinary education with Education Entrepreneurship (GSE), Environmental Sciences (SAS), Social Work (SP2), and business and finance (Wharton), as a complement to partnerships with the health schools (Medicine, Nursing and Dental Medicine) (See goal #2 on bolstering student recruitment). These programs enable interdisciplinary education, fostering One Health career pathways and align with recruitment of students with diverse backgrounds with a central focus on social impact.
8. NEW position: Chief DEI Officer: A search is currently ongoing for a Chief DEI Officer who would oversee the development and implementation of diversity, equity, and inclusion initiatives and resources to support Penn Vet’s goal to foster a supportive learning and working climate where all students and staff have an opportunity to succeed.
9. Diversity Council: The Diversity Council (founded May 2019) serves as Penn Vet’s advisory body on diversity-related issues. This Council is chaired by Dean Hoffman, is comprised of students, faculty, and staff, meets monthly, and is attended by Penn Vet diversity leaders.
10. Faculty Council: A group of senior Penn Vet faculty, established in 2014 and representing each track and department, provides input, oversight, and/or advocacy on matters pertaining to faculty affairs and faculty governance, including policies and practices that promote faculty recruitment, promotion, retention, and development. The Council is chaired by the Assoc. Dean of Faculty Affairs and Diversity, and regularly meets with the Dean to address a broad range of issues (see Goal #3).
11. Diversity Search Advisors (DSAs): Penn Vet currently has 10 Standing Faculty DSAs, some of whom have been in this role since 2012. The DSAs represent all departments and receive annual training in best search practices, unconscious bias, and discrimination in hiring. Some of the DSAs are also Faculty Council members who meet throughout the year for oversight of faculty composition, assessment of best search practices, guidelines and discussion of faculty affairs, and diversity-related issues (see Goal #3). All faculty searches have oversight by a DSA (see Goal #2).
12. Diversity Student Mentors (DSMs): In August 2020, over 40 Penn Vet faculty volunteered to serve as allies and DSMs for incoming veterinary students. These faculty members will have a variety of advisory and mentoring responsibilities and are required to complete training in implicit bias (see Goal #13).
13. Unconscious bias training for Penn Vet Faculty: Faculty who teach, advise, or mentor students, as well as those who serve on the admissions committee, have an obligation to ensure that the students are not subjected to bias, discrimination, or microaggression, and are required to complete implicit bias training (offered by Lubna Mian, Assoc. Vice Provost for Faculty).
14. DEI Alumni Affinity Network: Penn Vet is currently developing an Alumni URM Affinity Group. These alumni will provide guidance to the Alumni Board, the Dean, and the Diversity Council, and will engage a broader segment of our alumni population. This effort is complemented by a new leadership position on our alumni board, Vice President for DEI (currently Felix Vega, VMD, V’85).

**GOAL 2: ATTRACT DIVERSITY: To increase faculty diversity by a) recruiting the best scholars, and b) bolstering the recruitment of a more diverse student body.**

**A. Oversight of each faculty search within the past eight years by a DSA.**

1. The roles of the DSAs were clarified in 2018 and expanded to include the following charges:
  - Membership of at least one DSA per Department on Faculty Council (see Goal #3);
  - Involvement of DSAs in discussions on future faculty composition;
  - Familiarity with expectations for success in each faculty track;
  - Participation in all search committee meetings, candidate seminars, and interviews;
  - Providing training in best search practices to the Search Chair and Search Committee;
  - Ensuring broad outreach (proactive search), an unbiased assessment of candidates, and selection of the best-qualified candidates

*On average, a Penn Vet DSA oversees 1-3 searches per year. Typically, Tenure Track searches entail a high volume of applicants, while Clinician Educator or Academic Clinician searches yield small applicant pools. There is no compensation or release time for DSAs, as this is viewed as service to School.*

**B. Develop outreach programs for students to inform them about careers in veterinary medicine to bolster the recruitment of under-represented minority students to Penn Vet and to the profession.**

2. Programs that foster diversity:
  - Participation of faculty in “career day” events at local schools in or around Philadelphia.
  - Joint program with Azabu University in Japan: for two weeks each year, veterinary students from Azabu work alongside Penn veterinary students during senior year rotations.
  - Dairy programs in China and India: The Center for Animal Health and Productivity sponsors initiatives allowing Penn Vet students to interact with Chinese and Indian veterinary and animal science students.
  - The NIH-Merial Awards program: veterinary students have an opportunity to obtain research experience in the summer between their first and second years of Vet School; underrepresented students can gain exposure biomedical research careers.
  - VOICE Chapter: The Offices of Faculty Affairs and Student Affairs have been collaborating with this group of students to co-organize diversity-related events including Town Halls, lectures, picnics, and gatherings, including an annual “open house” where Penn Vet hosts local high school students interested in science.
  - Collaborations with the Netter Center: a. Pipeline school program for high school students interested in medical, nursing or veterinary school; b. After-school program for West Philadelphia students in grades 7-9 to gain experience in veterinary medicine, one health, and animal welfare.
  - Bridging the GAP: Partnership with Penn that provides experience for student interns in health-related services for underserved populations, including shelter veterinary medicine.
3. Scholarships for URM: In 2020, the school has seen tremendous growth towards targeted scholarships for underrepresented minorities that serve as future colleagues, Alumni, and Faculty.
4. Curricular re-design: Penn Vet is in the process of implementing a new 2-year integrated core curriculum built around a competency-based framework. One of the sub-competencies requires demonstration of inclusivity and cultural competence. The new curriculum will include weekly team-based learning exercises that utilize cases and problems designed to include ethical dilemmas, communication challenges, and issues around inclusivity and implicit bias.

5. Broadening career paths available to veterinarians: One underlying goal of the curriculum redesign is to build greater flexibility to allow students to pursue the wide breadth of career paths available to veterinarians as well as combined degree programs, thus attracting both traditional and non-traditional students to Penn Vet. Associate Dean of One Health, Dr. Jenni Punt, has led the creation of several joint One Health-related Master's programs to bridge veterinary education with other University programs, including Education, Social Work, Wharton, Design, Engineering, Medicine, and Nursing.
6. Penn Vet is now a partner in the University's Local Health Community Engagement Initiative (through the Office of Government & Community Affairs) and is developing a proposal for an Outreach Coordinator to support expanded efforts across the University to develop outreach programming.

**GOAL 3: RETAIN DIVERSITY: To mentor, promote, and support our faculty.**

**A. Provide effective mentoring and guidance to junior and more senior faculty:**

1. Faculty Council Guidelines: The Faculty Council has dedicated substantial time and effort to this initiative. The Faculty Council (see Goal 1 #10) has been active since Dec. 2014 with the charge of overseeing/advising on key faculty affairs and diversity issues such as: faculty tracks and expectations, faculty composition and strategic hiring within tracks, faculty search strategies and procedures, faculty mentoring, faculty climate, and input on Penn Vet's core vision/missions and strategic planning. The 29 Council members include Associate/Full Professors from each of the four departments, and represent both the Tenure and Clinician Educator tracks, along with an ex-officio committee comprising Academic Clinicians. The entire council meets ~4 times per year, while several task force subsets of the Council work on focused projects throughout the year to develop proposals for Penn Vet leadership. Through their efforts, Penn Vet has defined expectation guidelines for each of the four faculty tracks (with the most recent being the Academic Clinician track in 10/2020), evaluated and clarified the faculty appointment and promotion process, developed best search practices, and re-assessed mentoring guidelines. 2020 initiatives are centered around Covid-19 related impact, in particular the disproportionate impact on faculty subsets.
2. Formal Mentoring: Each Assistant Professor at Penn Vet has his/her individualized mentoring committee, comprised of 3-5 faculty who do not have supervisory roles and meet at least annually.
3. Informal Mentoring: The Assoc. Dean of Faculty Affairs and Diversity, as well as senior Faculty Council members, occasionally host informal mentoring lunches.
4. Mentoring/networking through the Penn Forum for Women Faculty (PFWF): Penn Vet women faculty, at all ranks, participate in informal mentoring lunches and workshops sponsored by the PFWF.

**GOAL 4: EDUCATE: To promote inclusion and acceptance among the Penn Vet community.**

1. Training in DEI for faculty, students, and staff:
  - Unconscious bias training for Penn Vet Faculty;
  - Expanded Purdue DEI Certification for Faculty and Staff (22 participants in 2020, up from 4 in 2019);
  - Onboarding of new Faculty members;
  - Orientation for incoming students with DEI-presentations by Erin Cross;
  - Diversity Student Mentors for the Class of 2024;
  - Regularly scheduled DEI-related seminars and workshops for faculty in several departments;
  - Participation in University-organized seminars and workshops.

2. Open, all-inclusive DEI-related Discussions for faculty, students, and staff:
  - Diversity Council meetings (now monthly)
  - Town Hall discussions
3. Integrating DEI principles into Core Curriculum:
  - Collaboration with SP2 and Dental to customize “The Penn Experience: Racism, Reconciliation and Engagement”, a 20-hour online course, for Penn Vet.
  - Re-design of the Penn Vet curriculum to include cases and problems on ethical dilemmas, communication challenges, and issues around inclusivity and implicit bias.

**OUTCOME: Penn Vet Standing and Associated Faculty as of July 1, 2020**

**TOTAL FACULTY: 173**

Gender: Women 56%

Race/Ethnicity: Minorities 18%; URM 7%

**STANDING FACULTY: 114**

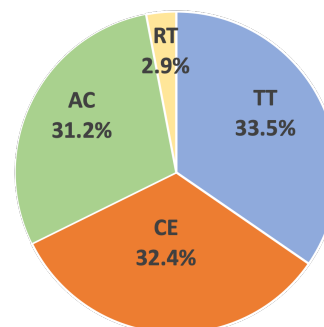
**TENURE TRACK: 58**

**CLINICAL EDUCATOR: 56**

**ASSOCIATED FACULTY: 59**

**RESEARCH TRACK: 5**

**ACADEMIC CLINICIAN: 54**



**Table 1. STANDING and ASSOCIATED FACULTY PROFILE at PENN VET**

YEAR	2012	2015	2017	2019	2020
<b>Total Faculty:</b>	<b>126</b>	<b>109</b>	<b>151</b>	<b>165</b>	<b>173</b>
<b>Standing Faculty:</b>	<b>126</b>	<b>109</b>	<b>108</b>	<b>112</b>	<b>114</b>
Male:	61%	49.5%	51%	50%	44%
Female:	39%	50.5%	49%	50%	56%
Minorities*:	10%	13.8%	15%	16.4%	18.3%
<b>Tenure Track:</b>	<b>71</b>	<b>56</b>	<b>59</b>	<b>58</b>	<b>58</b>
Male:	79%	68%	70%	69%	67%
Female:	21%	32%	30%	31%	33%
Minorities*:	11%	16%	19.6%	24%	24%
<b>Clinician Educator:</b>	<b>55</b>	<b>53</b>	<b>53</b>	<b>54</b>	<b>56</b>
Male:	37%	26%	26%	30%	34%
Female:	63%	74%	74%	70%	66%
Minorities*:	6%	7%	9.4%	8%	9%
<b>Associated Faculty:</b>			<b>43</b>	<b>53</b>	<b>59</b>
<b>Research Track</b>			5	5	5
<b>Academic Clinician</b>			38	48	54
Male:			36%	38%	30%
Female:			64%	62%	70%
Minorities*:			24%	21.6%	17%

Minority includes anyone identifying as: African American/Black, Asian-American/Pacific Islander, Hispanic/Latino/a, and/or Native American/Alaskan Native, including non-Resident aliens

**Standing Faculty:** Tenure Track & Clinical Educator

**\*Associated Faculty:** Research Track & Academic Clinician (AC); **\*AC Track** implemented at Penn Vet in 2015