PROGRESS REPORT—YEAR 6:
Plan for Faculty Excellence through Diversity at the
School of Veterinary Medicine (SVM)

In May 2012, the SVM Action Plan for Faculty Excellence through Diversity outlined three major goals, consisting of eight initiatives, to help recruit, retain, foster and mentor an ever more eminent and diverse faculty. Substantial progress continues to be made towards each of these goals over the last six years at SVM; this is despite the financial constraints the School has been facing since the economic downturn of 2008. As detailed below, SVM’s diversity-related accomplishments by year-6 include, among others, the establishment of an Office of Faculty Affairs and Diversity, establishment of a Faculty Council to advise on and to establish guidelines for faculty affairs and diversity issues, continued use of established procedures for best search practices by faculty search committees, continued oversight of every faculty search by a Diversity Search Advisor, Town Hall meetings, lectures and gatherings for faculty and students to address gender issues and diversity in the veterinary profession, and a continued improvement of the SVM standing faculty profile based on gender and ethnicity.

GOAL 1: TO ASSESS AND SUPPORT “DIVERSITY”

A. Define metrics to assess diversity in the SVM student body, and in faculty within the four Departments and four tracks:
   1. Definition and assessment of Diversity: Diversity within the SVM is viewed broadly and includes but not be limited to diversity in race, gender, sexual orientation, gender identity, socioeconomic status, religion, national or ethnic origin, citizen status, age, disability, veteran status, as well as diversity in thought. Of these, the quantifiable metrics of gender and ethnicity are being used to biannually assess the SVM faculty composition.
   2. Faculty Database: In Year-1, a faculty database has been generated for each of the 4 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 biannually at School-wide faculty meetings and is serving as an annual metric to assess outcomes of the Diversity Plan initiatives.

B. Establish sustainable leadership and commitment within SVM to oversee faculty recruitment, climate and retention. Integral to this are the appointments of Diversity leaders:
   1. Associate Dean of Faculty Affairs & Diversity (Dr. Olena Jacenko) and Diversity Search Advisors (Drs. Elizabeth Mauldin-Pathobiology, Lillian Aronson & Deborah Silverstein-Clinical Sciences & Advanced Medicine, Zhengxia Dou-Clinical Studies-NBC, Olena Jacenko-Biomedical Sciences) were appointed in Years-1&2, and trained in best search practices, unconscious bias and discrimination in hiring. The DSAs are Faculty Council members who meet throughout the year for assessment of guidelines and discussion of faculty affairs and diversity-related issues. This year they will begin hosting mentoring lunches for faculty.
   2. All searches within the past six years have been overseen by one of the above DSAs.
   3. The roles of the DSAs were clarified in 2018 and expanded to include the following charges:
      • Involvement of Diversity Officers in discussions on future faculty composition;
      • Membership on Faculty Council (see Goal #3);
      • Oversight of each faculty search as follows:
         o Participation in search committee meetings, candidate seminars, interviews
         o Search Chair and committee training in best search practices;
         o Broad outreach (proactive);
         o Unbiased assessment of candidates;
         o Selection of best-qualified candidate
On average, each DSA oversees 1-4 searches per year (typically 1-2 Tenure Track searches per department per year, with a high volume of applicants; in the clinical departments typically 2-4 CE and/or AC combined searches per year, with small applicant pools). There is no compensation or release time for DSAs, as this is viewed as service to School.

4. A Faculty Council has been developed in year-2 to help oversee faculty composition, and to establish and assess guidelines for promotion, mentoring policies and climate (detailed under Goal 3); Council addresses faculty affairs and governance issues, as detailed below;

5. Assoc. Dean of Faculty Affairs and Diversity (Dr. Jacenko) attends biweekly “Deans and Chairs” and “Deans’ Council” meetings to discuss faculty searches, actions, and expectations for different tracks;

6. Office of Faculty Affairs and Diversity holds several meetings with Administrative Assistants to Chairs to ensure timely and uniform faculty actions and search practices;

7. SVM-specific protocols regarding best search practices and unconscious bias have been made accessible for all faculty on SVM’s newly designed web site.

C. Commitment within SVM for diversifying faculty by establishment of a centralized Office for Faculty Diversity that oversees the initiatives of the SVM Diversity Plan:

Creation of Office of Faculty Affairs and Diversity:

1. A centralized “Faculty Affairs and Diversity” office was established in 2015 to help oversee the initiatives outlined in the Diversity Plan.

2. The Office of Faculty Affairs and Diversity maintains and updates a faculty database regarding standing and associated faculty department, track, level, gender and ethnicity.

3. The Office has created in year-5 a Faculty Affairs and Diversity Website on “Inside.vet” with information regarding recruitment, promotion guidelines and expectations for each track, faculty retention and development; this site also contains established protocols on best search practices and unconscious bias, DSA responsibilities, mentoring, and Diversity Plan updates:
   http://inside.vet.upenn.edu/area?category=The+Office+of+Faculty+Affairs+and+Diversity

4. Dr. Jacenko and Faculty Council (Goal 3) have developed guidelines and expectations for each of the 4 faculty tracks, as well as helped clarify the faculty structure at PennVet. Accomplishments in 2017-18 include restructuring of the Committee on Appointments and Promotions (CAP), standardizing departmental procedures for faculty actions, and updating best search practices. These documents have been vetted by SVM Deans and Chairs, Faculty Council and faculty, and are accessible through the above link.

Collaboration between Office for Students and Office of Faculty Affairs and Diversity:

5. In Spring 2015, Dr. Mary Bryant was hired as Executive Director of the Office for Students. Together with Dean Hendricks, Dr. Kathryn Michel (Associate Dean of Education), and Dr. Jacenko, this group has held several Town Hall panel discussions with the student body about the challenges of diversifying the veterinary profession throughout 2016-18.

6. Starting in 2016, Dr. Jacenko has organized either University-wide lectures (with Penn Forum for Women Faculty) or a panel discussions for PennVet faculty on gender issues, work-life balance, and diversity. Events included: Prof. Joan Williams lecture and panel discussion with Lubna Mian from the Provost’s Office, serving as mediator (SVM faculty and students were given access to Prof. William’s webinars on gender and diversity issues, which were being presented through April 2017); panel discussion with Dean Hendricks; panel discussion with senior women faculty.

7. SVM faculty have been participating in events organized by the Penn Forum For Women Faculty, including mentoring lunches for Assistant and Associate Professors.

8. In 2018, Diversity Search Advisors and Faculty Council are starting to host informal mentoring lunches for SVM faculty (all ranks).

Launching of a School-Wide Strategic Plan:

9. In 2015, PennVet has launched a Strategic Plan consisting of four cornerstones: People, Impact, Advancement, and Finance. 2018 represents the fourth year of the Plan, with the People cornerstone focusing on recruiting/retaining the best people to PennVet and encompassing the broad initiatives of our Diversity Plan. A large emphasis is on ensuring a supportive climate for faculty recruitment, promotion and development; many of these issues are overseen by Faculty Council.

GOAL 2: TO INCREASE FACULTY DIVERSITY
D. Develop outreach programs for students at all levels of education to inform them about careers in veterinary medicine. This should help build a pipeline to SVM, with hopes of changing the face of future professoriate.

A large objective of SVM’s Diversity Plan is to build a pipeline of veterinary students and prospective veterinarians by educating students about career opportunities. Programs under SVM’s Diversity Plan include:
1. MASH tent at the dog parade on Rittenhouse Square: Representatives from PennVet assist children in doing first aid and suturing stuffed animals, as well as educating about the field of Veterinary Medicine.
2. Participation of faculty in “career day” events at local schools in or around Philadelphia.
3. Corriel and Delaware Valley Science Fair: SVM members volunteer as judges.
4. Joint program with Azabu University in Japan: For 2 weeks each year, veterinary students from Azabu work alongside Penn veterinary students during senior year rotations.
5. The NIH-Merial Awards program: Allows Veterinary students to obtain research experience in the summer between first and second years of Vet School. This provides another opportunity to encourage underrepresented students to pursue a biomedical research career.
6. VOICE Chapter: Faculty Affairs and Office for Students have been collaborating with this group of students to co-organize diversity-related events including Town Halls, lectures, picnics, gatherings. This includes an annual “open house” where SVM hosts local high school students interested in science.
7. VOICE Chapter has created a scholarship for high school students to attend the summer VETS program. Students who are accepted into the VETS program could now apply directly through VOICE.
8. Continued collaboration between Office for Students and the Department of EOO and Affirmative Action, as well as the LGBTQ Center, to provide related workshops and presentations.

Ongoing initiatives:
• Broadening of pipeline initiatives for future veterinary, combined degree, doctoral and postdoctoral students;
• Coordinating engagement of faculty and staff in SVM and across the 4 Health Schools, SAS and SEAS to promote the “One Health” effort in increasing the STEM pipeline to different science-related careers;
• Promoting networking opportunities across Health Schools/SAS/SEAS, as well as University-wide. This includes the hiring of Dr. Jenni Punt in 8/2017 to oversee the development of “One Health”-related Master’s programs to bridge veterinary education with other University programs, including Education, Social Work, Wharton, Engineering, and the more obvious programs in Medicine, Nursing and Dental Medicine.

Effective undertaking of this initiative requires financial support, dedicated staff, and a joint effort across Penn Schools. We propose that Health schools, SAS and SEAS, engage to develop a coordinated “One Health” effort in increasing the STEM pipeline (starting with middle school or earlier), since this is the logical first step to committing to a career involving any aspect of science. University-wide support for this (e.g. a centralized administrative team within Penn that would coordinate recruitment efforts with the health schools/SAS/SEAS) would have a greater impact than each school working individually. This would also take advantage of Penn’s unique strength in having its 12 schools in one location and would enable Penn to engage faculty and staff from across all schools in a common initiative.

GOAL 3: TO SUSTAIN FACULTY EXCELLENCE AND DIVERSITY

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

Substantial time effort has been given to this initiative. A Faculty Council group has been active since Dec. 2014 with the charge of overseeing/advising on key faculty affairs issues such as: faculty tracks and expectations, faculty composition and strategic hiring within tracks, faculty search strategies and procedures, faculty mentoring, faculty climate, as well as input on SVM’s core vision/missions and strategic planning. The 20 council members include Associate/Full Professors from each of the 4 departments, and represent each of the Tenure and Clinician Educator tracks. The entire council meets
~4 times per year, while several task force subsets of the council work on focused projects throughout the year and report back to the council. Through their efforts, SVM has defined expectation guidelines for each of the 4 faculty tracks, has evaluated and clarified the faculty appointment and promotion process, has developed best search practices, and in 2018 is assessing SVM’s mentoring guidelines as well as developing a new Diversity Plan.

**STANDING FACULTY HIRES/RETENSIONS UNDER SVM DIVERSITY PLAN:**

**STANDING FACULTY HIRES/RETENSIONS UNDER SVM DIVERSITY PLAN:** Note: Faculty names were removed.

**2011-2012:**

Retention:

Ph.D., Associate Professor, Animal Biology

**2012-2013:**

Ph.D., Assistant Professor, Animal Biology

V.M.D., Assistant Professor, Clinical Studies-Phila.-CE

Ph.D., Professor and Chair, Animal Biology (now Biomedical Sciences)

**2014-2015:**

Assistant Professor (as of 1/2016), Biomedical Sciences

Ph.D., Assistant Professor, Pathobiology

Ph.D., Assistant Professor, Clinical Studies, Phila.

V.M.D., Assistant Professor-CE, Clinical Studies, Phila.

Associate Professor, AC Track, Pathobiology

**2015-2016:** (Sept. 2015 - Sept. 2016):

* PennVet established the Academic Clinical (AC) Associated Faculty Track in 2014-15, and has been transitioning many of our Staff Vets into AC positions during 2015-16, accounting for the large faculty increase in the Associated Faculty category. * = diversity hire based on gender and/or ethnicity:

<table>
<thead>
<tr>
<th>Position</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Professor (TT), Pathobiology TT</td>
<td>Immunity, Inflammation</td>
</tr>
<tr>
<td>Assistant Professor-CE Pathobiology</td>
<td>Pathology</td>
</tr>
<tr>
<td>Assistant Professor-CE, Pathobiology</td>
<td>Clinical Pathology</td>
</tr>
<tr>
<td>Clinical Assistant Professor, (AC), Clinical Studies, Phila.</td>
<td>Anesthesia</td>
</tr>
<tr>
<td>Clinical Professor, (AC), Clinical Studies, Phila.</td>
<td>Radiation Oncology</td>
</tr>
<tr>
<td>Assistant Professor-CE, Pathobiology</td>
<td>Lab. Animal Medicine</td>
</tr>
<tr>
<td>Clinical Assistant Professor, (AC), Clinical Studies, Phila.</td>
<td>Neurology</td>
</tr>
<tr>
<td>Associate Professor-CE, Clinical Studies, Phila.</td>
<td>Cardiology</td>
</tr>
<tr>
<td>Assistant Professor-CE, Clinical Studies-New Bolton</td>
<td>Orthopedic Surgery</td>
</tr>
<tr>
<td>Assistant Research Professor, (RT), Biomedical Sciences</td>
<td>Biochemistry</td>
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<tr>
<td>Clinical Assistant Professor, (AT) Clinical Studies-New Bolton</td>
<td>Large Animal Surgery</td>
</tr>
<tr>
<td>Clinical Assistant Professor, (AC), Clinical Studies, Phila.</td>
<td>Dentistry &amp; Oral Surgery</td>
</tr>
<tr>
<td>Clinical Assistant Professor, (AC), Clinical Studies, Phila.</td>
<td>Anesthesia</td>
</tr>
<tr>
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</tr>
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</tr>
<tr>
<td>Clinical Associate Professor (AC), Clinical Studies, Phila.</td>
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</tr>
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<td>Clinical Associate Professor, (AC), Clinical Studies, Phila.</td>
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</tr>
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<td>Clinical Assistant Professor, (AC), Clinical Studies, Phila.</td>
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<td>Clinical Professor (AC), Clinical Studies, Phila.</td>
<td>Internal Medicine</td>
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<td>Clinical Assistant Professor, (AC), Clinical Studies, Phila.</td>
<td>Behavior</td>
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<tr>
<td>Clinical Assistant Professor, (AC), Clinical Studies, Phila.</td>
<td>Emergency &amp; Crit. Care</td>
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<tr>
<td>Clinical Professor, (AC), Clinical Studies, Phila.</td>
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</tr>
<tr>
<td>Clinical Assistant Professor, (AC), Pathobiology</td>
<td>Internal Med. &amp; Pathol.</td>
</tr>
<tr>
<td>Clinical Assistant Professor, (AC), Biomedical Sciences</td>
<td>Reproductive Physiol.</td>
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</table>
2016-2017: (Sept. 2016 - July 2017): * = diversity hire based on gender and/or ethnicity:

- Assistant Professor (TT), Biomedical Sciences
  Lung regeneration
- Associate Professor (TT), Clinical Studies-New Bolton
  Laminitis, Musculoskeletal
- Assistant Professor (TT), Clinical Studies-New Bolton
  Epidemiology
- Clinical Associate Professor (AC), Clinical Studies-New Bolton
  Large Animal Reprod.
- Clinical Assistant Professor (AC), Clinical Studies-New Bolton
  Equine Field Service
- Clinical Assistant Professor (AC), Clinical Studies-New Bolton
  Equine Field Service
- Clinical Assistant Professor (AC), Clinical Studies-New Bolton
  Large Animal Reprod.
- Professor (TT), Clinical Studies, Phila.
  Internal Medicine
- Research Assistant Professor, Clinical Studies, Phila.
  Ophthalmology
- Assistant Professor-CE, Clinical Studies, Phila.
  Intensive Care
- Clinical Assistant Professor, Clinical Studies, Phila.
  Internal Medicine
- Clinical Assistant Professor, Clinical Studies, Phila.
  Dermatology
- Clinical Assistant Professor, Clinical Studies, Phila.
  Medical Oncology
- Clinical Assistant Professor, Clinical Studies, Phila.
  Small Animal Surgery
- Clinical Assistant Professor, Clinical Studies, Phila.
  Small Animal Surgery
- Clinical Assistant Professor, Clinical Studies, Phila.
  Emergency & Crit. Care
- Professor (TT), Pathobiology
  Parasite Biology
- Clinical Assistant Professor, Pathobiology
  Clinical Microbiology

2017-2018: (July 1, 2017- June 30, 2018): * = diversity hire based on gender and/or ethnicity:

- Assistant Professor (TT), Biomedical Sciences
  Epigenetics
- Professor (TT), Clinical Studies-New Bolton
  Regenerative Medicine
- Clinical Associate Professor (AC), Clinical Studies-New Bolton
  Clin Field Investigation
- Clinical Assistant Professor (AC), Clinical Studies-New Bolton
  Clin Field Investigation
- Clinical Assistant Professor (AC), Clin. Studies-New Bolton
  Production Medicine
- Clinical Assistant Professor (AC), Clinical Studies-New Bolton
  Large Animal Imaging
- Clinical Assistant Professor (AC), Clinical Studies-New Bolton
  Ophthalmology
- Assistant Professor (CE), Clinical Studies, Phila.
  Surgical Oncology
- Assistant Professor (CE), Clinical Studies, Phila.
  Primary Care
- Clinical Assistant Professor (AC), Clinical Studies, Phila.
  Shelter Medicine
- Professor (TT), Pathobiology
  Immunology

OVERVIEW OF SVM STANDING and ASSOCIATED FACULTY PROFILES

<table>
<thead>
<tr>
<th>Standing Faculty</th>
<th>2011</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tr>
<td>Overall:</td>
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<td>116</td>
<td>109</td>
<td>105</td>
<td>108</td>
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<tr>
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<td>49%</td>
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<td>53%</td>
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<td>Minorities*:</td>
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<td>24%</td>
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</tbody>
</table>

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