PROGRESS REPORT—YEAR 5:
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 five years at PennVet; this is despite the financial constraints the School has been facing since the economic downturn of 2008. As detailed below, PennVet’s diversity-related accomplishments by year-5 include, among others, the establishment of an Office of Faculty Affairs and Diversity, establishment of a Faculty Council to advise on 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 two tracks:

1. Definition and assessment of Diversity: Diversity within the SVM is viewed broadly. It has been defined in Year-1 to include 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 a School-wide faculty meeting, 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.

2. All searches within the past five years have been overseen by one of the above DSAs.

3. The roles of the DSAs were clarified 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 there is one Tenure Track search per department per year, with a high volume of applicants; in the two clinical departments there may be 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 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 regular “Deans and Chairs” meetings (e.g. every other week) to discuss ongoing and planned searches, upcoming faculty actions, and guidelines specific for faculty in different tracks;

6. Office of the Dean 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 all initiatives outlined in the SVM Diversity Plan:

Creation of Office of Faculty Affairs and Diversity:

1. Despite financial challenges at PennVet, in June 2015 Allison Keiter has been hired to the Dean’s Office as an Administrative Assistant. Ms. Keiter is currently working in part with Dr. Jacenko in overseeing faculty affairs and diversity. With this hire, a centralized “Faculty Affairs and Diversity” office was established to help oversee the initiatives outlined in the Diversity Plan. In 2016, an additional assistant (Eliza Healy) has been hired to assist with faculty appointments and promotions.

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, 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) has developed guidelines and expectations for each of the 4 faculty tracks, as well as helped clarify the faculty structure at PennVet. These documents have been vetted by all Faculty, and are now complete and accessible through the above link. Faculty Council is currently standardizing and customizing mentoring practices for each faculty track, and is coordinating the engagement of faculty and staff in climate issues at PennVet.

5. Dr. Jacenko and Faculty Council (Goal 3) have re-structured SVM’s Committee on Appointments and Promotions (CAP), and are standardizing pre-CAP procedures at the department level. The guidelines and redacted PennVet Handbook language are found on the above link.

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

6. 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; such meetings are continuing throughout 2017.

7. In 2016, through collaboration with the Penn Forum for Women Faculty, PennVet’s Office for Students and Office of Faculty Affairs, Dr. Jacenko organized a lecture and panel discussion for PennVet faculty and students with Prof. Joan Williams and Dean Hendricks, on gender issues, work-life balance, and diversity. Lubna Mian, from the Provost’s Office, served as mediator. Penn Dental School faculty were invited to participate. PennVet faculty and students were given access to Prof. William’s webinars on gender and diversity issues, which were being presented throughout April 2017.

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

Launching of a School-Wide Strategic Plan:

9. In 2015, PennVet has launched a Strategic Plan that consists of four cornerstones: People, Impact, Advancement, and Finance. 2017 represents the third year of the Plan, with the People cornerstone focusing on recruiting/retaining the best people to work at 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 the Diversity Plan is to build a currently non-existent pipeline of veterinary students and prospective veterinarians by educating students about career opportunities. Current programs supported by PennVet 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: PennVet 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. Dairy programs in China and India - The Center for Animal Health and productivity sponsors initiatives allowing PennVet students to interact with Chinese and Indian veterinary and animal science students.
6. 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.
7. 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 year we are planning to organize a Martin Luther King symposium at PennVet.
8. 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.

Ongoing initiatives:

- Broadening of pipeline initiatives for future veterinary, combined degree, doctoral and postdoctoral students;
- Coordinating engagement of other 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 Masters programs to bridge veterinary education with other University programs, including Education, Social Work, Wharton, Engineering, and the more obvious programs in Medicine 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 person and an 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. Maximize efforts to provide effective mentoring to junior and more senior faculty and to promote mentoring programs;

Substantial time effort has been given to this initiative. A Faculty Council group has been established and 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 PennVet’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 3-4 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, PennVet 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 is currently assessing PennVet’s mentoring guidelines.

STANDING FACULTY HIRES/RETENSIONS UNDER SVM DIVERSITY PLAN: Note: Faculty names were removed for Consultative Committee for Vet Dean Search

11-2012:
Ph.D., Assistant Professor, Clinical Studies-New Bolton
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:

* Associate Professor (TT), Pathobiology TT Immunity, Inflammation
* Assistant Professor-CE Pathobiology Pathology
* Assistant Professor-CE, Pathobiology Clinical Pathology
* Clinical Assistant Professor, (AC), Clinical Studies, Phila. Anesthesia
* Clinical Professor, (AC), Clinical Studies, Phila. Radiation Oncology
* Assistant Professor-CE, Pathobiology Lab. Animal Medicine
* Clinical Assistant Professor, (AC), Clinical Studies, Phila. Neurology
* Associate Professor-CE, Clinical Studies, Phila Cardiology
* Assistant Professor-CE, Clinical Studies-New Bolton Orthopedic Surgery
* Assistant Research Professor, (RT), Biomedical Sciences Biochemistry
* Clinical Assistant Professor, (AT) Clinical Studies-New Bolton Large Animal Surgery
* Clinical Assistant Professor, (AC), Clinical Studies, Phila. Dentistry & Oral Surgery
* Clinical Assistant Professor, (AC), Clinical Studies, Phila. Anesthesia
* Clinical Associate Professor, (AC), Clinical Studies, Phila. Clinical Ophthalmology
* Clinical Professor (AC), Clinical Studies, Phila. Cardiology
* Clinical Assistant Professor, (AC), Clinical Studies, Phila. Medical Oncology
* Clinical Associate Professor (AC), Clinical Studies, Phila. Surgical Oncology
* Clinical Professor (AC), Clinical Studies, Phila. Medical Oncology
* Clinical Associate Professor, (AC), Clinical Studies, Phila. Internal Medicine
* Clinical Assistant Professor, (AC), Clinical Studies, Phila. Anesthesia
Clinical Professor (AC), Clinical Studies, Phila.  Internal Medicine
Clinical Assistant Professor, (AC), Clinical Studies, Phila.  Behavior
Clinical Assistant Professor, (AC), Clinical Studies, Phila.  Emergency & Crit. Care
* Clinical Professor, (AC), Clinical Studies, Phila.  Clinical Medicine
* Clinical Assistant Professor, (AC), Pathobiology  Internal Med. & Pathol.
* Clinical Assistant Professor, (AC), Biomedical Sciences  Reproductive Physiol.

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

OVERVIEW OF SVM STANDING FACULTY PROFILES

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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