

UNIT REPORT

**College of Veterinary Medicine -
Reviewer's Report – IE**

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College of Veterinary Medicine

CVM Mission

Mission Statement:

The UF College of Veterinary Medicine (CVM) is the state's only veterinary college, offering comprehensive services to the public through teaching, research, extension, and state-of-the-art patient care. The CVM is part of the UF Academic Health Center and the Institute of Food and Agricultural Science (IFAS), making us uniquely situated to provide integrative support for the University in areas of animal health, human health, and the environment. Following the College's inception in 1976, its faculty, students and alumni have contributed to the university's reputation for excellence in teaching, research, and service through their work in the classroom, field, clinic, and laboratory. Because CVM is the sole veterinary college in Florida and offers training toward professional and research degrees, its responsibilities include traditional veterinary practice, zoological and aquatic medicine, public health and epidemiology, as well as state-of-the-art research programs in allied fields. The CVM does not have an undergraduate program. The CVM supports the teaching, research and service missions of the university and its efforts to "enable our students to lead and influence the next generation and beyond for economic, cultural and societal benefit." The mission adopted by the University of Florida College of Veterinary Medicine (UFCVM) is to promote ... "the advancement of the health and welfare of animals, humans and the veterinary medical profession through world-class education, innovative research and state-of-the-art clinical services." Our vision is to be an internationally-recognized leader among institutions that use comprehensive multi-modal approaches to address complex public health issues, including diseases that impact both humans and non-human species.

Start: 07/01/2021**End:** 06/30/2022**Progress:** Ongoing**Unit/College:** College of Veterinary Medicine**Responsible Roles:** Dana Zimmel (zimmeld@ufl.edu), Sarah Bell (scorbitt@ufl.edu)

Goal 1 World Class Education

Goal: Provide state-of-the-art education to CVM students.**Action Items:**

1. Provide an education consistent with best practices in the field
2. Ensure workforce preparedness

Measures of Action Items:

1. Provide an education consistent with best practices in the field
 - a. Earn AVMA accreditation for DVM program
 - b. Presentations at scholarly conferences or workshops
 - c. Publication of original research in quality outlets
 - d. Formal student evaluations of their educational experiences
2. Ensure workforce preparedness
 - a. Survey veterinary alumni and employers of graduates
 - b. Passing rates on the national licensing examination for DVM students (NAVLE)
 - c. Passing rates on qualifying exams and final defense for PhD students
 - d. Rates of successful completion of MS degree requirements

Time Period of Action Items:

Ongoing

Resources of Action Items:

Outcomes and Assessment Coordinator - Office for Academic and Student Affairs

Assistant Director of Career Services - Office for Academic and Student Affairs

Associate Dean for Academic and Student Affairs

Associate Dean for Research and Graduate Studies

Director of Graduate Education

Chair of the Department of Infectious Diseases and Immunology

Chair of the Department of Comparative, Diagnostic, and Population Medicine

Chair of the Department of Small Animal Clinical Sciences

Chair of the Department of Large Animal Clinical Sciences

Chair of the Department of Physiological Sciences

Results and Evaluation:

All items were reviewed by Dean Zimmel and Sarah Bell, Outcomes and Assessment Coordinator.

Dr. House, Associate Dean for Academic and Student Affairs, reviewed items 1d, 2a, and 2b.

Dr. Pascual, Associate Dean for Research and Graduate Studies, and Dr. Hernandez, Director of Graduate Education, reviewed items 1b, 1c, 1d, and 2d.

1: Provide an education consistent with best practices in the field

1a: Earn AVMA accreditation for DVM program

UF CVM earned AVMA accreditation in 2022 - as announced by the AVMA Accreditation Actions published March 2022.

1b: Presentations at scholarly conferences or workshops

UF CVM Faculty presented 200 national presentations and 235 international presentations for the 2021 calendar year.

1c: Publication of original research in quality outlets

The College of Veterinary Medicine's faculty published 558 referred publications and 79 book chapters for a total of 637 publications.

1d: Formal student evaluations of their educational experiences

The College of Veterinary Medicine's average overall instructor rating for each indicator was greater than 4 out of 5 for summer 2021, fall 2021, and spring 2022.

2: Ensure workforce preparedness

2a: Survey veterinary alumni and employers of graduates

Employer survey data: 19 employers responded to the annual employer survey for the class of 2021. Employers rate the UFDVM graduates as either meeting or exceeding their expectations (at or above 90%) in 12 of the 14 areas on the survey. Those areas are foundational knowledge, anesthesia and pain management, clinical decision-making, basic medicine skills, basic surgery skills, emergency and intensive care case management, one health knowledge, communication, diversity, respect, and multicultural awareness, management of self and team, animal welfare and ethical conduct, and lifelong learning skills. In 2 areas, employers rate the UF DVM graduate as either meeting or exceeding their expectations at a rate lower than 90%, both of which were extremely close to the goal. Those areas are collaboration (89.47) and financial and business skills (84.21%).

Alumni survey data: (The Class of 2020 was accidentally surveyed at 6 months, so the survey was redistributed again at 18 months, the second distribution of the survey did not yield any further responses.) As previously reported, when the 2020 graduates were surveyed after 6 months, 20 alumni responded to the alumni survey. Alumni rate the DVM program as meeting or exceeding their expectations (at or above 90%) in 4 of the 9 areas. Those areas are comprehensive patient diagnosis and appropriate use of clinical laboratory testing, basic medicine skills, lifelong learning skills and communication skills. In 5 areas, alumni rate the DVM program as either meeting or exceeding their expectations at a rate lower than 90%. Those areas are anesthesia and pain management (84%), basic surgery skills (85%), emergency and intensive care case management (88%), one health knowledge (80%), and financial and business skills (85%). Although these categories were reported at lower intervals than the others in the survey, they remain high - and are attributed to the program's quality.

2b: Passing rates on the national licensing examination for DVM students (NAVLE)

According to the 2021 Interim School Report from the International Council for Veterinary Assessment, 110 of 113 (or 97 percent) first-time test takers passed the NAVLE assessment.

2c: Passing rates on qualifying exams and final defense for PhD students

All eight PhD students (100 percent) who attempted their qualifying exams passed during this reporting cycle. Ten students were able to successfully defend their dissertations in 2020-2021 and 2021-2022 reporting cycles (both are reported here as there were fewer than 5 students who defended their PhD last reporting cycle).

2d: Rates of successful completion of MS degree requirements

89 of 89 MS degree seeking students were able to successful complete the degree requirements.

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ATTACHMENTS:

UNIT GOALS CONNECTED TO UNIVERSITY GOALS

RELATED ITEM LEVEL 1

Goal 2 An outstanding and accessible education that prepares students for work, citizenship and life.**Goal:**

An outstanding and accessible education that prepares students for work, citizenship and life.

Objective:

Four objectives are associated with this goal.

- Objective 1. A high quality, widely recognized, financially accessible undergraduate, graduate and professional education and experience.
- Objective 2. Services that are accessible and available in a timely fashion that support student health, development, and well-being, thereby improving their academic and personal growth and success.
- Objective 3. Academic programs that promote effective and accessible learning through innovation.
- Objective 4. High quality student-faculty interactions in mentored research.

Goal 2 Create and Disseminate New Knowledge

Goal: Contribute to advancements in veterinary science knowledge.

Action Items:

1. Recruitment: Hire faculty to fill research deficiencies
2. External Funding: Acquire greater external funding to support faculty research, post-doctoral students, interns and residents, and graduate students.
3. Research Scholarship and Dissemination:
 - a. Maintain high rate of quality publications

Measures of Action Items:

1. Recruitment
 - a. Faculty hires
2. External Funding
 - a. Extramural grant proposals funded
 - b. Donor gifts to support research scholarship
3. Research Scholarship and Dissemination
 - a. The number and quality of peer-reviewed publications
 - b. The number of invited national and international presentations

Time Period of Action Items:

Ongoing

Resources of Action Items:

Office Manager for Human Resources

Offices of the Dean

Associate Dean for Research and Graduate Studies

Results and Evaluation:

All items were reviewed by Dean Zimmel and Sarah Bell, Outcomes and Assessment Coordinator.

Dr. Pascual and Dr. Hernandez reviewed items 2a, 2b, and 3.

1. Recruitment: Hire faculty to fill research deficiencies

The following hires were made between July 1, 2021 -June 30,2022: (5) Tenure Track: 3 Assistant Professor, 1 Associate Professor, 1 Chair & Professor; (17) Non-tenure Track: 5 Clinical Assistant Professors, 3 Clinical Lecturers, 2 Clinical Associate Professors, 1 Clinical Professor, 1 Lecturer, 1 Director & Clinical Associate Professor, 1 Associate Dean & Clinical Professor, 3 Research Assistant Professors; (1) Tenure Track Transition: 1 transition from Interim Associate Dean to Associate Dean and Professor; (1) Non-tenure Track Transfer: 1 transition from Assistant Scientist to Research Assistant Professor; (1) Non-tenure Track Transfer from Clinical Assistant Professor to Research Associate Professor. Three of these hires were partially funded through the Provost's Office and the remainder were funded through the College, grants and/or hospital funding. All of these had formal searches.

2. External Funding: Acquire greater external funding to support faculty research, post-doctoral students, interns and residents, and graduate students.

2a. Extramural grant proposals funded: For 2021-2022, there was a substantial decrease from \$22.8M to \$11M in externally funded grants and contracts awarded to the College of Veterinary Medicine. This represented a 51.3 percent decrease in funding. NIH-funded grants accounted for \$5.1M or 46 percent of the total awards. The College of Veterinary Medicine submitted 132 proposals, which was a 13.73 percent decrease in the number of grant proposals submitted the previous year.

2b. Donor gifts to support research scholarship: A total of 131 donor supported grants were awarded to the CVM faculty during this reporting cycle for an aggregate value of \$3.1M. While the total number of donor grants increased by 11 percent, the total value of donor gifts decreased by more than \$6.25M (66.7 percent) since last reporting cycle.

3. Research Scholarship and Dissemination

3a. The number and quality of peer-reviewed publications: The faculty published 558 peer reviewed papers (15% increase) and 79 book chapters (34% increase) compared to 510 peer reviewed papers and 59 book chapters in the previous year.

3b. The number of invited national and international presentations

UF CVM Faculty presented 200 national presentations and 235 international presentations for the 2021 calendar year.

ATTACHMENTS:

UNIT GOALS CONNECTED TO UNIVERSITY GOALS

RELATED ITEM LEVEL 1

Goal 3 Faculty recognized as preeminent by their students and peers.

Goal:

Faculty recognized as preeminent by their students and peers.

Objective:

Five objectives are associated with this goal.

- Objective 1. An increased number of faculty recognized by distinguished awards, fellowships, and memberships.
- Objective 2. An increased number of high-impact scholarly publications and creative works.
- Objective 3. An increased professional and public visibility of UF faculty.
- Objective 4. An increased faculty participation in professional service and leadership.
- Objective 5. A nurturing and invigorating academic and professional environment for all faculty across the research, teaching, and service missions of the university.

RELATED ITEM LEVEL 1

Goal 4 Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world's citizens.

Goal:

Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world's citizens.

Objective:

Four objectives are associated with this goal.

- Objective 1. Documented advances in productivity and recognition of UF research programs.
- Objective 2. Exceptional graduate and postdoctoral scholars who will contribute to influential research and scholarship.
- Objective 3. Increased extramural and intramural funding that enhance both basic and translational research.
- Objective 4. Processes and systems that facilitate excellence in research and scholarship.

Goal 3 Work Synergistically With Other Units

Goal:

Work synergistically with UF's Institute of Food and Agricultural Sciences and the UF Academic Health Center to advance biomedical and agricultural knowledge important to veterinary and human medicine.

Action Items:

Support faculty to identify and develop multi-disciplinary projects that find solutions for veterinary, human, and environmental issues.

Measures of Action Items:

Number of multi-disciplinary projects developed or in progress

Time Period of Action Items:

Ongoing

Resources of Action Items:

Office of the Dean

Office of Research and Graduate Studies

Results and Evaluation:

All items were reviewed by Dean Zimmel and Sarah Bell, Outcomes and Assessment Coordinator.

1. Continued support of the Center for One Health
2. Continued sponsorship of the annual Teaching and Learning Symposium offered through the College of Agricultural and Life Sciences
3. Continued coordination of Putting Families First (an interdisciplinary educational experience for current first year students in the health professions of pharmacy, nursing, veterinary, dental, and medicine)
4. Continued offering of Gator Vet Camp (designed to enlighten, engage, and empower high school students with an interest in the veterinary profession)
5. Collaborative research projects: For this reporting cycle, 23 collaborative projects were reported between CVM and other faculty within the University of Florida.

ATTACHMENTS:

UNIT GOALS CONNECTED TO UNIVERSITY GOALS -----

RELATED ITEM LEVEL 1

Goal 4 Growth in research and scholarship that enhances fundamental knowledge and improves the lives of the world's citizens.

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CVM IE Detail

Providing Department: College of Veterinary Medicine

Administrative Support Services:

Administrative support service units include finance, facilities, human resources (HR), and information technology (IT). These units are supervised by the CVM Executive Director, who reports to the Dean. Issues in these units are addressed by the Director on a daily basis. The effectiveness of support services are performed in quarterly evaluations. University finance and accounting audits our expenditure of state dollars and a private accounting firm audits our hospital finances. University HR oversees our HR activities to assure our actions are appropriate. Facilities are maintained by the UF Facilities Services. We report problems to Facilities Services and solutions are made with consultation that sometimes requires additional resources from the CVM to fix. Our IT services are integrated with Health Center IT services. This group largely determines cost effective methods of operation that provide for needed IT security. Our Dean's Council and the CVM Faculty Council provide input on a regular basis concerning these services. In addition, we have a monthly Student-Faculty Communications Committee meeting that allows students a forum to bring up issues related to a variety of topics including issues with administrative support services. Corrective actions that can be made at minimal cost in money and personnel are done as quickly as feasible. If actions are needed that involve substantial expenses, they are considered at the Dean's Council to prioritize these expenses with others in the college.

Academic and Student Support Services:

Graduate Programs

All new graduate students and their major advisors are invited to attend a New Graduate Student Orientation the week before classes start in Fall semester. Topics covered include: Overview of CVM and graduate programs, CVM Veterinary Graduate Student Association, Graduate Assistants United, UF Career Connection Center, and UF Counseling & Wellness Center. The Office of Research and Graduate Studies (ORGS) staff monitors program goals (e.g., GPA on incoming students, timely completion of qualifying exam, employment), student learning outcomes (e.g., successful completion of selected assessments), timely completion of Individual Development Plans (IDP) by PhD students at the end of every semester. Compliance of timely completion of IDPs and Qualifying Exams is an agenda item for review at selected meetings with CVM Graduate Studies Committee members once or twice per semester. Students and designated major advisors who fail to comply are identified and contacted by their Department Graduate Coordinator to offer guidance and assistance. By the end of the first semester, in consultation with their supervisory committee, PhD students are advised to complete "Form 1" which is an instrument designed to plan and track student program milestones, coursework, qualifying exam, final defense, and expected graduation. PhD students and MS students and their supervisory committee members are required to complete a semi-annual graduate student report. Main purpose is to monitor overall student progress towards completion of course-work, thesis/dissertation/degree. When elements of academic performance are rated as not satisfactory, the mentor/student should identify suggested actions to improve performance. ORGS promotes professional development activities in collaboration with UF Graduate School and CVM Veterinary Graduate Student Association. ORGS offers a Graduation Application Check to graduate students every term. When academic conflicts arise, ORGS follows UF Graduate School guidelines.

Doctor of Veterinary Medicine (DVM) Program

Many of the changes to the DVM program's curriculum and student support services come from student feedback. The CVM Curriculum Committee accepts and reviews for approval all significant changes to the DVM curriculum. A monthly Student-Faculty Communications Committee meeting allows students a forum to bring up issues related to the DVM program. Student feedback sessions are held at the end of each Spring term for all didactic portions of the DVM curriculum. These sessions provide students an opportunity to address the curriculum collectively and provide feedback on that year's coursework. A whole-group exit interview is also held with the graduating class each semester to serve as an open forum for students to provide insight and feedback on both clinical and didactic phases of the curriculum. Following each of the feedback sessions and senior student exit interviews, the Associate Dean and staff for Academic and Student Affairs provide specific feedback to individual course coordinators and relay wide-scale feedback to the CVM Curriculum Committee and Faculty Assembly for further analysis and action if deemed necessary. Additional suggestions for changes may be brought directly to the Associate Dean for Academic and Student Affairs or to the CVM Curriculum Committee by college faculty based on the assessment of student outcomes or technical and educational advancements in the field of veterinary medical education. Only changes that drastically alter the intended outcomes and/or experience for students need to be addressed at this level. Sub-groups or working groups may be formed to further investigate major adjustments. All course-level changes that do not modify the outcomes or experiences of the course may be made at the discretion of the course coordinator.

Student support services provided include financial aid coordination, site-based counseling, and career counseling services. The college currently employs a financial aid and scholarship coordinator to assist students in their applications and questions regarding qualifications and award status. The financial aid coordinator meets with each incoming class during orientation to provide additional resources to incoming students. The college also employs a dedicated licensed counselor who provides meaningful wellbeing support for students. Student wellbeing events are held each semester to engage students and equip them with strategies to manage anxiety, stress, and overall physical and mental health. Additionally, career counseling is available for students in the DVM program. The Assistant Director for CVM Careers offers one on one career and professional development coaching as a Certified Career Services Provider (CCSP). With strong industry connections, this role acts as a liaison between students and industry while providing students with job search tools and tips, career resources, and how to engage with employers. Additionally, this role annually spearheads and hosts CVM Career Day and delivers co-curriculum professional development programming to compliment their didactic and clinical education. Each of these services rely on standards related to their field and adjust as needs for the student population, the veterinary profession, and global standards of health change. Student (and participant) feedback is elicited for these events to ensure they meet the needs and expectations of those in attendance.

Student outcomes and assessments for the DVM program are monitored by the Associate Dean and staff for Academic and Student Affairs. An Academic Advancement Committee has been established to ensure academic standards are upheld at the college and support struggling students in the DVM program. The Associate Dean and staff for Academic and Student Affairs monitor each student for academic and professional performance. Failure to maintain the expected academic and professional standards outlined by the College would result in review by the Academic Advancement Committee.

Research:

The Associate Dean for Research and Graduate Studies provides oversight and direction for the research programs of the CVM. The Associate Dean answers to the Dean and works closely with the CVM Research Committee in making decisions that impact the research mission. The success of this endeavor is measured using metrics that include, but are not limited to, the number and quality of peer-reviewed publications, the number and quality of invited national and international presentations, and the amount and quality of extramural grants awarded. Based on these assessments, faculty members may require more or less college support, including laboratory space, technical support, and modifications in research time assignments.

Research areas are largely determined by the background and qualifications of the faculty members hired. Although the Dean is ultimately responsible for the decision on faculty hires, this is done following consultations with CVM leadership (Dean's Council) and appropriate faculty members. Preference is given to candidates that have independent, extramurally funded research in areas that enhance existing programs in the College or elsewhere on campus.

Community and Public Service:

The UF Veterinary Hospitals provide a public service, in addition to serving as our clinical teaching laboratories. Our Small Animal Hospital and our Large Animal Hospital provide referral services, consultations, emergency veterinary services and 24-hour care for companion animals, horses and other large animals, livestock, exotic pets and wildlife, including many endangered species. In addition to the UF Veterinary Hospitals in Gainesville, Florida, we operate UF PETS Emergency Clinic in Ocala, Florida. We also provide field services to beef and dairy farms in the area, as well as contractual veterinary services to a variety of zoological parks within the state. In addition to oversight by the Associate Dean for Clinical Services and Chief Medical Officer and Hospital Board, the quality of our services is assessed by regular surveys of clients and referring veterinarians. These surveys guide us in making changes necessary to better meet the needs of the public. Patient care is monitored by the Patient Quality & Safety Team with quarterly reports on process improvements delivered to the Hospital Board. Many of the hospital's functions, facilities and resources are evaluated as part of the interim and 7-year AVMA accreditation reporting process.

The College is called upon by state government to help protect public interests during disaster situations impacting the state of Florida. We have been able to include veterinary students in some of these activities. We have been called to assist in the management of outbreaks of serious infectious diseases in dogs and horses in as well as assist with animal hoarding cases. The College's preparedness to react quickly to disasters such as hurricanes and infectious disease outbreaks or to terrorist attack is an important component of our College. The College also provides important outreach to the state through its seven extension veterinarians (dairy, beef, small ruminants, equine, fish, poultry and deer) and its consultation with the State Veterinarian's office and the State Diagnostic Laboratory. The College also meets regularly with the Commissioner of Agriculture and the Animal Industry Technical Committee. The College presents continuing education to veterinarians and animal owners, most notably including a special program for referring veterinarians.

Effectiveness Oversight:

Name	Department Affiliation	Email	Phone
Dana Zimmer, DVM	Dean, College of Veterinary Medicine	zimmeld@ufl.edu	(352) 294-4252
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Sarah A. Bell, MEd	Outcomes and Assessment Coordinator	scorbitt@ufl.edu	(352) 294-4065

Institutional Effectiveness Report Complete: true

XResponsible Roles:

College of Veterinary Medicine Actions for Improvement

Unit/College Actions for Improvement :

The College Dean reviewed the interim AVMA accreditation report, student evaluations of their educational experiences, survey data from DVM employers and alumni, pass rates on national exams for DVM students, pass rates on qualifying exams and dissertation defenses for Ph.D. students, completion of degree requirements for M.S. students, faculty professional publications and presentations, new faculty hires, external funding, donor gifts, and collaborative efforts with IFAS and UF Health Science Center. The College is committed to continuing its efforts to provide quality programming to students delivered by excellent faculty.

We have implemented a new faculty mentoring program to promote faculty development. The CVM Curriculum Committee is establishing a more formal course review process to ensure courses in the DVM program remain high-quality experiences for our students. A formal review/revision of the didactic curriculum has been scheduled for the upcoming academic year. The graduate programs continue to review requirements for ethical research coursework seeking improvements in overall graduate professionalism. A revision of the thesis and dissertation defense rubrics are in progress to provide more detailed feedback and assessment of students' strengths and weaknesses. The college is also committed to expanding the PhD program with a goal of doubling the number of students over the next five years. We will continue to monitor and evaluate these changes to ensure the curriculum at the college remains comprehensive and state-of-the-art.

XResponsible Roles:

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