

## FACULTY OF VETERINARY MEDICINE UNIT REVIEW

### Summary Report

The Site Visit of the Unit Review Team to the Faculty of Veterinary Medicine took place from February 23-26, 2016. The Unit Review Team consisted of:

Dr. Lonnie King, Ohio State University  
Dr. Donald Smith, Cornell University  
Dr. Elizabeth Stone, University of Guelph  
Dr. Benedikt Hallgrimsson, University of Calgary

Following the Site Visit the Unit Review Team prepared a written report containing comments and recommendations. The Faculty of Veterinary Medicine subsequently provided responses to the recommendations. General comments and the recommendations are in the Appendix (r.0 Tw 0(ti)4(r.0FV).

engage external constituencies. It should be developed in concert and in support of a strong fund-

of other opportunities that should be explored and would create unique learning and recruitment opportunities, particularly for international students. UCVM concurs and will explore these opportunities with the objective of establishing new joint or intercalated programs over the next five programs.

### 3. Consider creating an Area of Emphasis(AoE)in Rural Community Health

Response: UCVM interprets an area of emphasis in Rural Community Health (RCH) to be different and distinct from an area of emphasis in Rural Community Veterinary Practice (RCVP). When UCVM was established, a decision was taken to build the DVM program around Rural Community Veterinary Practice and not to have RCVP as an Area of Emphasis elective in the fourth year of the program. Revisiting this but in the context of an elective in RCH which would have a greater “One Health” perspective and could include such things as additional training in human health delivery or public health is an interesting concept that will be evaluated moving forward. Discussions with Alberta Health Services, the Government of Alberta (GoA), the Faculty of Nursing, the Faculty of Social Work and the Cumming School of Medicine would be required to fully explore this concept. This may also be addressed through joint degree programs, which could give students a unique blend of credentials to serve rural Alberta.

### 4. Create a Broader Integration of One Health

Response: A broadly accepted definition of One Health has remained a challenge. It has been defined as an approach that involves effective collaboration across all health professions to address broader health issues in society. It has also been defined as a multidisciplinary approach to ensuring the health of humans, animals and the environment. Regardless, we would suggest that One Health activities are broadly integrated across our programs although they may not be recognized as such by our faculty and students because they are not grouped under the One Health banner. Consequently, UCVM needs to review its use of the term to arrive at a common understanding of “One Health” activities and use this to highlight One Health integration across UCVM programs to ensure that it does not remain within the domain of one department.



our faculty and staff at the Foothills Campus to try and minimize a distinct research/education, clinical/basic sciences split, but this is being challenged as we grow and must increasingly accommodate faculty at the Spyhill Campus, for both space and practical reasons. We continue to encourage interaction and collaboration in our clinical skills, professional skills, clinical presentations, and outbreak investigation courses, and our seminar series (Frontiers in Veterinary Medicine). The recent establishment of formal Research Groups aims to enable interactions and collaborations between faculty members across departments and disciplines boundaries and so should assist in this goal. Included now is a Clinical and Translational Research Group that specifically aims to bring clinicians and research-intensive faculty members together.

10. Ensure that mandates and guiding principles for the DVM program are maintained.

Response: UCVM concurs and is committed to this moving forward.

Distributed Veterinary Learning Community (DVLC)

11. Ensure consistency throughout the DVLC learning environment, including student learning opportunities in the business aspects and management of the practices.

Response: This is an important area. UCVM has a strong oversight program to support consistency and quality in the DVLC. We have made a large number of substantive changes in the last year to this oversight process and will continue to improve oversight moving forward. Graduate Program

12. Consider development of a new graduate program in medical educational methodology and assessment, perhaps in partnership with other faculties (Education, Medicine).

Response: UCVM does not consider development of a new graduate program in medical education methodology appropriate for UCVM and would instead continue to encourage our

14. Carefully consider and be selective about the future addition of specialty training programs (residencies), focusing on areas of distinct competitive advantage.

**Response:** UCVM concurs that careful expansion of residency programs is required and it must be done in close consultation with our partners in the Distributed Veterinary Learning Community. We have been following this approach and are awaiting the completion of three current programs to evaluate progress and program design. The majority of UCVM recognizes the importance of managing resources and delivering on expectations that align with our mandate and strategic priorities, as well as those of the University. There are a range of strategically relevant programs that are being considered and we continue to look for ways to use the relationship with CSM to create unique and attractive programs. A major challenge for residency programs is funding as the traditional funding model for veterinary colleges (funding from hospital revenues) is not directly available to UCVM and relies on collaborations with DVTH practices to fund residencies. Fund development is another important area for resources and has been used to fund some residencies. UCVM will conduct a full evaluation on completion of the three residencies underway currently.

## STUDENTS AND EDUCATION

### DVM students

15. UCVM should investigate ways to decrease the sole emphasis on academic performance as the initial admission selection and explore different pathways for students, including ones for underrepresented learners to be considered for acceptance into veterinary medicine school.

**Response:** UCVM concurs with this assessment and the process is currently underway to collect and analyze the data that would identify the need for and provide guidance for any changes. Some changes will be introduced this year and we are reviewing the process to determine if more substantive changes are needed in the future. It would be our goal to have this review completed and any new changes in place within two years. This will be particularly important if class size increases. An increase in the student body needs to be accompanied by a revision to our admissions practices and probably the introduction of a targeted enrolment plan that includes multiple assessment protocols to support targeted enrolment.

16. UCVM may want to explore student requests to schedule one half day a week with no classes to allow students to accommodate medical and other appointments.

**Response:** UCVM understands the desirability of having a consistent day off and has worked towards this. However, it is not possible in the current structure and with two educational sites. It will be again reviewed as part of our DVM program review and we will do our best to accommodate this if possible.



Cells and Regenerative Medicine for High School Students, etc . We are also active-in NSERC



graduate students requires the support and encouragement of their supervisor, and we commit to encouraging supervisors to facilitate this.

26. Examine how the UCVM community connects with opportunities and receives support in commercialization and technology.

**Response:** There is support in this area for faculty members through the UCVM Research Office and the UofC Research services and legal departments. The technology transfer and business incubation centre for the University of Calgary “Innovate Calgary” are available to advise faculty members on disclosure and IP issues. We agree though that as our research programs expand and mature this will become an increasingly important area. However,





internet conferences. Lack of reliable internet conferencing on campus and across the province is a major detriment and limits many things that we'd be doing. The lack of reliable and intuitive internet conferencing and other IT functionality has had a negative impact on program development and delivery, in DVM and graduate education, in research and on faculty and staff morale. UCVM and the University continue to invest to try and improve IT and enhance distance communications.

38. Build strong links with university central communications and target marketing to specific audiences to help tell the story of the exceptional work being done at UCVM.

Response: This is already being done and is a constant work in progress.

### Fundraising

39. Develop a fundraising plan that is linked to the strategic plan of the UCVM and the Eyes High initiative.

Response: UCVM has a fundraising plan that is linked to the strategic plan of UCVM and the Eyes High initiative. UCVM was without a dedicated development officer for nearly two years. The recent addition of an Associate Director has reinvigorated development activities.

### SITUATIONAL ANALYSIS AND ONE HEALTH AND THE COLLEGE'S FUTURE

40. Create a university-wide institute of One Health embedded in the UCVM but strongly linked academically and with broad research capacity across the entire university.

Response: UCVM has worked hard to ensure that animal health and the animal-human health and animal-human-environment interface issues are recognized across the University and are included in our Comprehensive Institutional Plan, our Strategic Research Plans, and in our communication and development plans. There are two schools of thought: that animal health and the animal-human-environment interface need to be integrated across all relevant areas or that it should be encapsulated in a separate structure. The creation of an Institute of One Health may be effective if all partners (it cannot be a UCVM only initiative or it is not One Health) are completely invested. If all partners are not invested, then it simply creates another silo and isolates animal health from the areas where it needs to be addressed. UCVM agrees that a further discussion may be warranted, but recognizes that efforts to collaborate and integrate across the full range, from comparative biomedical research to public and population health may in the end provide more value. We strongly encourage greater discussion and engagement at the University level. A clear set of goals, outcomes and deliverables would be required to support this concept. An Institute of One Health could not only strengthen relevant research programs, but also facilitate

41. UCVM is approaching a critical crossroads and UCVM will need to decide the scope and direction of the Faculty's activities, programs and responsibilities for the future.

**Response:** UCVM concurs that its development is at a critical juncture. We effectively launched a novel DVM program, a graduate program and an ambitious research agenda at the same time. Over the last five years, the University itself has also undergone a remarkable transformation. It is now time to evaluate and adjust all of our p (1fmtn-4( ie)-1( a )9S40(de)13(vag)