Animal Shelter Population Management by the Metrics
VME 6815
3 credits
University of Florida Distance Education Graduate Program in Shelter Medicine

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Course Description

Teaches the fundamentals of using shelter data to make data-driven decisions to enhance animal health and improve operational efficiency.

Course Content

Population management in a companion animal shelter is often described as having the same principles as large animal production systems. However, few shelters prioritize using metrics to proactively manage animal flow or monitor for disease. Instead, many shelters only use data in a reactive manner or in the form of an annual report. This course will teach students to (a) assess and (b) interpret population-level metrics. Students will learn about data collection and analysis, apply basic statistical principles, and develop a critical eye for data quality which will allow students to make data-driven decisions in animal shelters.

Course Prerequisites

None

Co-Requisites

Relationship with a local animal shelter to obtain population data reports (can be done by email, telephone, or in person).

Course Website

https://onlinesheltermedicine.vetmed.ufl.edu/

Course Objectives
By the end of this course, students will be able to:

1. Design questions which can be measured by shelter data and identify the correct metrics required

to answer those questions
2. Assess quality of shelter data and identify impediments to accurate data collection
3. Calculate and interpret common summary metrics used in animal shelters and understand the limitations and assumptions made with different methods of calculation (i.e., intake and outcome measures, live-release rates, measures of capacity, length of stay)
4. Calculate and interpret common epidemiological terms (i.e., incidence, prevalence, rate)
5. Create presentations that effectively use data to convey meaning to inform management decisions

Materials and Supplies Fees

None

Required Textbooks and Software

REQUIRED TEXTBOOK: (MUST be purchased from UF Bookstore or any other book retailer as it will NOT be available in a digital version through the UF Library Course Reserves)
Scarlett JM, Greenberg M, Hoshizaki T. Every Nose Counts: Using Metrics in Animal Shelters. A Maddie's® Guide. CreateSpace Independent Publishing. April 29, 2017. Book order information from Amazon.com
      Paperback
      $10- $30 *Prime*

REQUIRED ONLINE ASSESSMENTS: None

Other required and recommended readings will be posted in e-learning and Course Reserves to download and review without charge.

Required Technology: Computer with reliable, high speed internet access; your preferred web browser; video player with ability to play MP4 videos; speakers and/or headphones and working sound; PDF reader; Excel® or similar spreadsheet software. For more information on hardware and software necessary to run Canvas, visit https://community.canvaslms.com/docs/DOC-2059 (Links to an external site.). Canvas offers mobile applications for both Apple (Links to an external site.) and Android (Links to an external site.) products. These apps may be downloaded in the respective app stores. Depending on the device and your equipment, not all Canvas features may be available on the app at this time. For more information on Canvas apps, visit https://community.canvaslms.com/docs/DOC-1542 (Links to an external site.).

Recommended Materials

Recommended readings as posted on the course Canvas website.

Course Schedule

Module Title	Topic/Concepts	Activities/Assignments
Module 1: Getting Started 1 week	Introduction Familiarization with Microsoft Excel	Readings Discussion (1) Quiz (1) Assignment (1)
Module 2: Introduction to Shelter Metrics 1 week	Scope of data in animal sheltering Utility of data in decision-making Formulating questions Data entry Mapping data Running reports	Readings Recorded Lectures Discussions (2) Quizzes (2) Assignments (2)
Module 3: Intake and Outcome Data 3 weeks	Intake rates, live release rates, save rates, calculating rates	Readings Recorded Lectures Quizzes (5) Discussions (2) Assignments (4)
Module 4: Presenting Shelter Data 1 week	Displaying data meaningfully	Readings Recorded Lectures Discussion (1) Assignments (2)
Module 5: Length of Stay and Animal Flow 2 weeks	Methods of calculating length of stay Components of length of stay Review median vs. average Identifying and troubleshooting bottlenecks	Readings Recorded Lectures Discussions (2) Quiz (1) Assignments (2)
Module 6: Capacity 3 weeks	Measures of capacity	Readings Recorded Lectures Discussion (1) Quizzes (3) Assignments (4)
Module 7: Medical 3 weeks	Measures of disease (e.g., incidence) Monitoring and tracking disease Timing of analyses	Readings Recorded Lectures Discussions (3) Quizzes (2) Assignments (3)
Module 8: Conclusion 1 week		Final Exam

Additional information regarding attendance/absences can be found at:
https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx

Evaluation of Grades

EVALUATION FRAMEWORK

Assignment	Weight	Grading Criteria
Discussion prompts	10%	Discussion rubric
Module quizzes	15%	Accuracy, completeness
Assignments	65%	Assignment rubrics; Linkage of module concepts, accuracy, depth of knowledge
Final exam	10%	Accuracy, completeness

GRADING SCALE

Percent	Grade	Grade Points
93 -100	A	4.0
90 - 92	A-	3.67
87 - 89	B+	3.33
83 – 86	B	3.00
80 - 82	B-	2.67
77 - 79	C+	2.33
73 – 76	C	2.00
70 - 72	C-	1.67
67 - 69	D+	1.33
63 - 66	D	1.00
60 - 62	D-	0.67
0 - 59	E	0.00

Additional information on the University of Florida Grades and Grading Policies may be found at:
http://www.registrar.ufl.edu/catalog/policies/regulationgrades.html

EXPECTATIONS AND POLICIES

Students are responsible for meeting all academic objectives as defined by the instructor. Plagiarism (as defined by the UF Student Honor Code) will not be tolerated. Be sure to cite your sources and references and attribute any verbatim quotations included in your submissions and posts.

UF Maples Center for Forensic Medicine Code of Conduct and Professionalism (our Department)

Instructional Policy:
This course is part of the distance education program at the University of Florida. Instead of traditional lecture format, the medium for communication between course instructors, teaching assistants and students will be via Canvas e-learning. (http://elearning.ufl.edu)

Attendance: Students must participate in the online discussions, and are required to visit the course e-learning daily for important updates and announcements.
Additional information regarding attendance/absences can be found at:
https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx

Class Participation: Students are expected to constructively join in online discussions with appropriate preparation, to post interesting and relevant information on the class bulletin board, and to interact professionally with their classmates.

Performance Expectations: Students are expected to produce quality work of a standard comparable to any graduate level didactic course. Bulletin postings and discussions must be legible, constructive and appropriate. Students are required to think for themselves and will be expected to complete assignments that require the application of logic and reasoning skills when the answer may not be found in a book or the course notes.

Due Dates and Late Submissions: Pay close attention to the due dates posted in e-learning on your personal Dashboard and the Canvas Calendar for each assignment. Late submissions are eligible for up to 50% of the available points for each assignment.

This course is designed for working professionals like yourself. So we understand that sometimes life gets in the way of our best plans for juggling work, home, and school. If you anticipate you will likely miss a due date, request an extension in advance of the due date by sending an email through the Canvas Inbox to your instructors that explains the reason you need more time and when you expect to submit the work. Please title these posts clearly with "REQUEST EXTENSION FOR ASSIGNMENT 6A" (or whatever you need). Please avoid

overuse of this option as it interferes with your classmate's ability to complete their own assignments.

NOTE: We honor most, but not all, requests for extensions.

Grade Changes: Grades will be changed only when a grading error has been made. If you think an error has been made, you should email the instructor as soon as possible. Your entire assignment will then be re-graded.

Incomplete grades: Under special circumstances, if a student is unable to finish a course before the end of the semester we may be able to assign an incomplete grade. An incomplete grade is a non-punitive grade assigned at the discretion of the course instructor. In this course an incomplete grade may be assigned if 1/3rd or more of the course assignments have been completed and if the student has remained in communication with TA's and instructors throughout the course, or has made an effort to request an incomplete grade. If an incomplete grade is assigned, outstanding assignments must be completed by the end of the next semester. If the assignments are not completed in this time you will be assigned a grade based on the completed assignments.

Students Requiring Accommodations
Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, https://www.dso.ufl.edu/drc) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

Course Evaluation

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance On how to give feedback in a professional and respectful manner is available at gatorevals.aa.ufl.edu/students/. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via ufl.bluera.com/ufl/. Summaries of course evaluation results are available to students at gatorevals.aa.ufl.edu/public-results/.

University Honesty Policy
UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code (https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/) specifies a number of

behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.

Software Use
All faculty, staff, and students of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate. We, the members of the University of Florida community, pledge to uphold ourselves and our peers to the highest standards of honesty and integrity.

Student Privacy
There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see:
http://registrar.ufl.edu/catalog0910/policies/regulationferpa.html

Campus Resources:
Health and Wellness

U Matter, We Care:
If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575 so that a team member can reach out to the student.

Counseling and Wellness Center: http://www.counseling.ufl.edu/cwc, and 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

Sexual Assault Recovery Services (SARS)
Student Health Care Center, 392-1161.

University Police Department at 392-1111 (or 9-1-1 for emergencies), or http://www.police.ufl.edu/.

Academic Resources

E-learning technical suppor*t*, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. https://lss.at.ufl.edu/help.shtml.

Career Resource Center, Reitz Union, 392-1601. Career assistance and counseling. https://www.crc.ufl.edu/.

Library Support, http://cms.uflib.ufl.edu/ask. Various ways to receive assistance with respect to using the libraries or finding resources.

Teaching Center, Broward Hall, 392-2010 or 392-6420. General study skills and tutoring.

https://teachingcenter.ufl.edu/.

Writing Studio, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers. https://writing.ufl.edu/writing-studio/.

Student Complaints Campus:
https://www.dso.ufl.edu/documents/UF_Complaints_policy.pdf.

On-Line Students Complaints: http://www.distance.ufl.edu/student-complaint-process