

The Ohio State University College of Veterinary Medicine
BE THE MODEL[®] Strategic Plan
FY 2024-2028



**BE THE
MODEL[®]**



THE OHIO STATE UNIVERSITY
COLLEGE OF VETERINARY MEDICINE

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Letter from the Dean



The Ohio State University College of Veterinary Medicine has a long and distinguished history in veterinary education, research, patient care, outreach, and service. We are one of the oldest veterinary medical educational institutions in the United States and have a proud tradition of being a national and international leader in education, research, clinical care, outreach, and service. As part of one of the nation’s leading land grant universities with a comprehensive health sciences campus, we contribute to the health and well-being of animals and people through a One Health and comparative biomedical approach.

In recent years, the college has many accomplishments to celebrate, and much to remember and for which to be grateful. Together, we have weathered the COVID-19 pandemic, and emerged with a renewed sense of purpose and passion to prepare the next generation of veterinary leaders, improve animal and human health, and serve our community. We are fortunate and grateful for the philanthropic support from our alumni and friends and for the additional investment by the State through establishment and funding of a new line item by the Governor’s Office and Ohio General Assembly.

The college’s renewed strategy was crafted through a collaborative and inclusive process that prioritized faculty and staff engagement. Through survey data, town halls, work groups, action planning workshops, and other tools, our community’s perspectives were incorporated throughout with intention and appreciation.

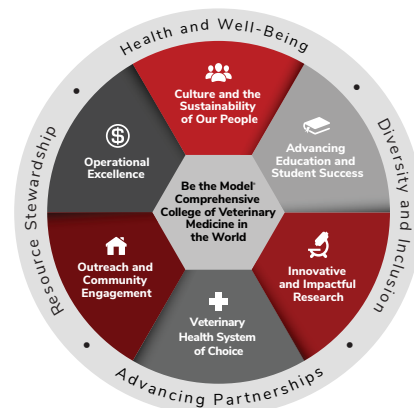
Our renewed strategy builds upon a strong foundation from our five-year (FY19-FY23) Be The Model® strategic plan and positions the college for continued success, national and global leadership, and comprehensive impact. Upholding this rich tradition, the college is committed to addressing the veterinary workforce needs in Ohio and will continue to collaborate with university leadership and state government officials on these efforts.

It is important to thank our faculty, staff and students for all they do every day to positively impact the college and those we serve, as well as our internal and external stakeholders who participated in the process, contributed to our renewed strategy and help to ensure that the college maintains programmatic excellence. Likewise, we share our gratitude for those who have chosen — and to others who will choose to invest their time, talent, treasure, and trust to help us meet our goals along our continual journey to Be The Model® comprehensive college of veterinary medicine in the world.

Sincerely,

Rustin M. Moore

Rustin M. Moore, DVM, PhD, Diplomat ACVS
 Dean, College of Veterinary Medicine
 Ruth Stanton Chair in Veterinary Medicine



Points of Pride



Culture & People

- Be Well – Comprehensive, integrated wellbeing initiative including on-site exercise and meditation spaces and the CVM Community Cupboard for food-insecure DVM students
- Commitment to Diversity, Equity, Inclusion, and Belonging – Illustrated by receiving the Health Professions Higher Education Excellence in Diversity Award six consecutive years since 2017
- One of the oldest veterinary colleges and has graduated more veterinarians than any other in the US, with alumni in all 50 states and over 40 countries



Education

- Preparing leaders in the field and day-one ready, competent and confident practitioners through an outcomes-based curriculum with a focus on spectrum of care; the one-of-a-kind Frank Stanton Veterinary Spectrum of Care Clinic offering students immersive, hands-on training; and a state-of-the-art Veterinary Clinical and Professional Skills Center
- Graduating 165 DVM students annually with applications up 115 percent since 2015
- A Veterinary Master in Public Health program and a Comparative Biomedical Sciences graduate program



Research

- A One Health approach to research to advance animal and human health through high impact comparative biomedical and agricultural research
- Signature programs in infectious diseases, comparative and translational oncology, and neuromusculoskeletal science
- Center for Retrovirus Research, including Ohio State's longest running NIH Program Project Grant
- Over \$11M in research expenditures in CY22



Patient Care

- More than 80,000 patient visits annually in our six hospitals and outreach to farms across the Ohio
- Twenty high quality specialties including cardiology, anesthesia, behavior, dermatology, diagnostic imaging, small animal internal medicine, oncology, ophthalmology, oncologic surgery, soft tissue surgery, orthopedic surgery, large animal internal medicine, large animal surgery, radiation therapy, sports medicine and rehabilitation, nutrition, clinical pathology, anatomic pathology, preventive medicine, shelter medicine, and animal welfare
- Only comprehensive academic veterinary medical center in Ohio, Kentucky, and West Virginia, situated in a growing metropolitan region and surrounded by a large agricultural base



Outreach

- Global Engagement Program promoting research experience and service learning
- Critical role partnering with Ohio's #1 industry, agriculture, to promote a healthy and plentiful food supply
- Community Outreach and Shelter Medicine providing veterinary care to underserved communities



Operational Excellence

- 760 percent increase in scholarships since 2015 (\$370K to \$3.2M)
- Ensuring affordable education with no more than two percent tuition increase for the past seven years
- Endowment principal has quadrupled since 2015 (from \$25M to \$105M), helping to sustain programmatic academic excellence



Our Be The Model® Ambition

We aspire to Be The Model® comprehensive college of veterinary medicine in the world, impacting animal and human health through innovation, collaboration, and excellence. This does not mean being #1, rather the college that challenges the status quo, expands our thinking, stretching our perceived limitations, and embracing new and innovative solutions to problems.

This requires nurturing a culture and environment where people want to come and stay here, which is a place where everyone, regardless of backgrounds, experiences, and attributes, feels welcome, comfortable, safe, respected, valued and where they feel they belong and can thrive.

This approach requires us to be on a continual journey of self-reflection, assessing and envisioning an ever-evolving landscape and the challenges and opportunities that arise. This will occur by us dreaming big, pushing boundaries, embracing meaningful change, (re)imagining the future, and engaging people and their ideas as we navigate the path along our continual journey.

To achieve this, we will make informed decisions about the direction and steps we take to secure a successful and sustainable future for the college, our people and programs, and those individuals, families, communities, and stakeholders we serve.

Sometimes to Be The Model®, you have to define what the model should be. That is what The Ohio State University College of Veterinary Medicine's new strategic plan does.

Our renewed plan is deeply seated in the college's rich tradition of our 138-year history and built upon the strong foundation and many successes of the past five years of our Be The Model® plan. We developed the renewed plan through hundreds of hours of grassroots conversations and planning sessions with faculty, staff, and other stakeholders.

Over the course of the next five years, our already high-performing college will build upon the past successes that have shifted us toward a new educational paradigm that bolsters innovative learning and prepares our graduates to be even more competent, confident, and career-ready on day one; sets a new standard of clinical care; ignites innovative research that crosses colleges and disciplines and impacts animal, human, and environmental health through a One Health and comparative biomedical approach; and inspires outreach that makes a difference to the health and well-being of animals and people in our community and around the globe.

This is a journey we will continue to take together. By each member of our college aspiring to and being the model at their role, everyone has an opportunity to contribute meaningfully to our college's collective bold aspiration and goal. We will know we have triumphed when others emulate our success and impact. And we will embrace the responsibility and opportunity to assist others as this will help ensure a successful and sustainable veterinary academic community and veterinary profession.

Imagine a world that benefits from what we do and who we are.

The time is now for Ohio State to step forward and Be The Model® comprehensive college of veterinary medicine in the world.

Because of you, we will Be The Model®.



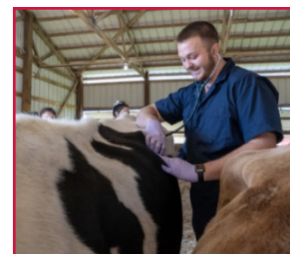
Continuing Our Journey

Our renewed Be The Model® strategy represents the college's commitment to a bright and sustained future of excellence for veterinary medicine and all we do and those we serve. We will advance the profession through our collaborative spirit, passion, and unwavering commitment to fostering a healthier, more inclusive, and innovative veterinary community.



The college's new outcomes-based curriculum features courses that teach hands-on skills from day one of training, wrapping these around early practical experiences and foundational knowledge courses. A spiral integrated design encourages students to continually build on their growing knowledge with each step of their training and progress testing at regular intervals ensures that students are gaining competence and confidence.

We collaborate with Ohio's #1 industry, agriculture, to ensure a healthy, and plentiful food supply. Through our Large Animal Services and Galbreath Equine Center, college veterinarians care for thousands of equine and livestock every year in our hospitals and on farms across Ohio. Our researchers work on the prevention, detection, containment, and treatment of infectious diseases that impact poultry, swine, dairy, beef, and other animal agriculture producers, and thus protect these industries from devastating disease outbreaks.



Ohio State veterinarians are at the forefront of clinical medicine, investigating the mechanisms of disease and translating these discoveries to help advance animal and human health. Working in partnership with clients and referring veterinarians, we provide accessible and compassionate veterinary care that pushes the boundaries of what is possible, while advancing care through clinical trials.

The college's Be Well initiative is a comprehensive program to promote wellbeing in the college and throughout the veterinary profession. The college has onsite exercise and meditation rooms and has integrated wellbeing checks into trainees' schedules, and have many other programs and initiatives aligned with the Nine Dimensions of Wellness.



The college is dedicated to ensuring the sustainability of the veterinary profession for future generations, as demonstrated by our commitment to training the next generation of academic and specialty clinicians. Our internship and residency programs excel due to our robust and diverse case load, complex practice environment, nationally leading faculty, and commitment to providing comprehensive and integrated health and well-being resources.

Our community shows the future of veterinary medicine is bright!



The Ohio State University Mission, Vision and Values



The fundamental values and goals we embrace nurture the growth of every student and define the quality and character of an Ohio State degree.

Mission

The university is dedicated to:

- Creating and discovering knowledge to improve the well-being of our state, regional, national and global communities;
- Educating students through a comprehensive array of distinguished academic programs;
- Preparing a diverse student body to be leaders and engaged citizens;
- Fostering a culture of engagement and service.

We understand that diversity and inclusion are essential components of our excellence.

Vision

The Ohio State University is the model 21st century public, land grant, research, urban, community engaged institution.

Values

- Excellence and impact: Demonstrating leadership in pursuit of our vision and mission
- Diversity and innovation: Welcoming differences and making connections among people and ideas
- Inclusion and equity: Upholding equal rights and advancing institutional fairness
- Care and compassion: Attending to the well-being of individuals and communities
- Integrity and respect: Building trust through honesty, transparency and authentic engagement



Ohio State's Academic Plan

At The Ohio State University, people from all backgrounds come together and thrive through scholarship, teaching, learning, clinical care, and creative expression. Our commitment to academic excellence means we explore enduring questions and tackle major challenges.

Our community is moving forward in service to Ohio, the nation and the world. We are committed to investing in our faculty, empowering our students, supporting our staff, and creating an environment where all can reach their full potential.

This Academic Plan serves as a framework for how the Office of Academic Affairs (OAA) will accelerate that vision. The plan is the result of many conversations with faculty, staff, students, administrative leaders, and other key partners who shared their insights and aspirations.

The OAA oversees Ohio State's academic enterprise — including 15 colleges, four regional campuses, University Libraries, and units that support academic experience, university operations, the arts, and more. The Academic Plan defines six areas: faculty eminence, student academic excellence, external engagement, inclusive excellence, technology and digital innovation, and operational effectiveness. Each area is supported by one of the goals outlined below. Thank you for your partnership and your commitment to transforming academics at Ohio State.

1. **Advance Faculty Eminence:** We will be a vibrant academic community whose contributions make the world flourish.
2. **Accelerate Student Success:** We will create an unparalleled academic experience, graduating future leaders prepared to serve society.
3. **Enhance Impact Through External Engagement:** We will forge strong connections with communities near and far, better serving Columbus, the region, the state, and the world.
4. **Strengthen Talent, Culture and Inclusive Excellence:** We will create a university environment where all individuals can fully participate in the life of our campuses.
5. **Improve Technological Innovation:** We will become a digitally transformed institution that enhances experiences for teaching, learning, researching, and working at Ohio State.
6. **Achieve Operational Excellence:** We will develop and continuously improve academic, administrative and business processes to advance the university's academic priorities.



Strategic Planning Process

The renewal of the college's strategic plan builds upon the foundation of accomplishments of our Be The Model® five-year (FY2019-FY2023) plan. Despite the unforeseen COVID-19 pandemic, the college has many accomplishments to celebrate.

A few of the **top accomplishments** include the following:

- Demonstrated national leadership through **curriculum redesign** based on Competency-Based Veterinary Education framework. Developed and implemented outcomes assessment (In-Training Evaluation Reports & Entrustable Professional Activities) for Veterinary Medical Education (VME) IV students
- Opened the **Spectrum of Care Clinic**, demonstrating national leadership in practice-ready, competent and confident GPs with VME I-III students rotating through and VME IV students as doctors, along with a Spectrum of Care Career Area of Emphasis (CAE) and externship to promote canine health and wellness
- Secured **new state line-item funding of \$5M per year** to recruit/retain top talent, enhance research and outreach and make a veterinary education more accessible and affordable
- Increased from 5th to 4th in 2019 US News & World Report **Rankings** and increased to #6 in World and #3 in US in 2021 QS International Rankings (were not ranked in top 25 in world in 2015)
- Navigated and **managed through the pandemic** to avoid having to close the Veterinary Medical Center, while maintaining research, teaching and other programs. Provided care for over 80,000 patients in hospitals, clinics and on farms across Ohio
- Received full **AVMA-COE Accreditation** with many positive comments about program quality, innovation, new facilities, and leadership
- **Reduced average debt** from ~\$200K to ~\$160K and debt-to-income ratio from 2.66 to 1.45 by growing philanthropic scholarship distribution 630 percent (\$370K to \$2.7M) and limiting tuition increases to not more than 2 percent per year
- **Increased Underrepresented minority** from 13 percent to 35 percent **and first-generation college students** from <15 percent to 30 percent, and received the Higher Education Excellence in Diversity (HEED) Award six consecutive years (2017-2022)

The college prioritized faculty and staff input to renew its strategic plan. Between February and July 2022, many engagement opportunities and feedback sessions were conducted to ensure the final plan incorporates the diverse perspectives, knowledge and expertise of the college community.

Faculty and staff input was foundational to the development of the college's strategic plan renewal. The planning process began with a survey of all faculty, staff, graduate students, and house officers (interns and residents) to gain important perspectives on trends in veterinary medicine and education, areas the college should prioritize, the college's culture and climate, and opportunities for our future. The survey was completed by over 280 individuals, including over half of the college's faculty and 150 staff members. The remaining results were from graduate students and house officers. The perspectives of professional program students were identified by current surveys and existing data as part of our regular outcomes assessment of the DVM program.



Strategy Renewal Inputs

284

Strategy & culture survey responses

20

Thought leader interviews

5

College town hall discussions

15

Faculty & staff large forum meetings

40+

Faculty & staff interviews

12

Faculty & staff work group meetings

150+

Action planning workshop participants



Survey data indicated that the top priorities of the college community are related to our people: recruitment, retention, burnout, culture, sense of belonging, and well-being. Other areas of strategic importance related to graduating practice-ready professionals; accessibility, affordability and debt reduction; research and innovation; diversity, equity, inclusion, and belonging; partnering to engage the communities we serve; and balancing and fulfilling our land grant mission areas.



The college also sought to incorporate the perspectives of other leaders in veterinary medicine and academia by speaking to over 20 thought leaders in private practice, industry, other academic institutions, and community partners. These leaders shared the college's focus on issues related to retention, recruitment and burnout as top priorities coming out of the COVID-19 pandemic. Other strategic themes shared by veterinary leaders related to addressing and growing the veterinary workforce; health and well-being; diversity, equity, inclusion, and belonging; balancing the academic mission areas; and other important themes.

The college's strategy renewal process was guided by a broad and diverse committee of college stakeholders. Emphasis was placed on representing all aspects of the college community and mission areas: faculty, staff, clinicians, researchers, different faculty ranks and tracks, and other factors. The perspectives of students were incorporated in a number of ways through survey and stakeholder engagement.

Strategy Renewal Steering Committee Members	
Name	Role / Title
Andreia Arruda	<i>Veterinary Preventive Medicine nominee</i> : Associate Professor
Linda Bednarski	<i>Staff nominee</i> : Veterinary Care Technician Supervisor - Instructional Lab Support
Mary Jo Burkhard	Associate Dean, Faculty Success & Planning Executive Sponsor: Culture & Sustainability of our People
Marco Coutinho da Silva	<i>Faculty Council nominee</i> : Professor, Veterinary Clinical Sciences
Alex Davies	Assistant Professor, Veterinary Biosciences, Faculty Council
Sandra Dawkins	<i>College Staff Advisory Council nominee</i> : Director, Admissions and Recruitment; Staff Director Diversity, Equity, Inclusion, and Belonging
Melanie Dheel	Assistant Dean for Finance and Administration Executive Sponsor: Operational Excellence
Emily Feyes	<i>Veterinary Preventive Medicine nominee</i> : Assistant Professor
Roger Fingland	Executive Associate Dean & Chief Medical Officer
Pat Green	Associate Dean, Research Executive Sponsor: Innovative & Impactful Research
Toni Hare	Director, Strategic Marketing & Communications
Paul Hogan	Director of Strategic Initiatives
Devra Huey	<i>Staff nominee</i> : Research Associate
Rustin Moore	Dean
Georgina Newbold	<i>Veterinary Clinical Sciences nominee</i> : Assistant Professor
Mike Oglesbee	<i>Veterinary Biosciences nominee</i> : Professor
Kristi Pyke	Human Resources Business Partner – Sr. Advisor
Emma Read	Associate Dean, Professional Programs Executive Sponsor: Advancing Education & Student Success
Carolina Ricco Pereira	<i>Veterinary Clinical Sciences nominee</i> : Associate Professor
Aaron Silveus	<i>Staff nominee</i> : College Staff Advisory Council
Tom Wittum	Department Chair, Veterinary Preventive Medicine Executive Sponsor: Outreach & Community Engagement
Karin Zuckerman	Assistant Dean for Clinical Programs & Director of Veterinary Medical Center, Executive Sponsor: Referral Veterinary Medical Center of Choice



The Strategy Renewal Steering Committee met three times over the spring and summer to guide the college's strategic plan renewal. The first meeting was on April 25th. In this session, the committee analyzed the external landscape provided through interviewing thought leaders in the veterinary profession to identify the most pressing challenges facing our community. As detailed below, the college then worked with a wide array of stakeholders in a series of focused work groups to develop draft strategies around identified strategic themes. On May 23rd, the committee met for a second time to adapt the work-group generated strategies and begin to discuss strategy prioritization. Given the high importance of everything the work groups drafted, some reflection and thoughtful discussion on where the college should focus its attention was important. The college's final strategy renewal steering committee meeting was on July 11th. The focus of this conversation was to align our strategy with the overall university goals and plans and prioritize implementation actions to develop a core set of year-one priorities. Members of the Provost's Office joined in this final meeting to help ensure alignment with the Academic Plan and to provide iterative feedback as we were finalizing the strategic plan.

Strategy development work groups were critically important to the development of the college's renewed strategy. The work groups allowed the college to introduce new thinking into the planning process and widen the scope of individuals who participated in the strategy development. Over 60 faculty and staff members participated in strategy development through the work group process. Importantly, each work group had at least one member from the strategy renewal steering committee to provide continuity and linkage. Over the course of a series of meetings, the work groups built on the initial work of the steering committee by aligning around top strategic priorities and generating potential strategies to advance the college.

Multiple and frequent engagement opportunities were created throughout the planning process to continue to refine our thinking and incorporate the diverse perspectives of the college community. As the college worked to assess the rapidly changing external environment within veterinary medicine and academia, several town hall and large group meetings were held for discussion. The strategy renewal process was also shared at departmental and other leadership meetings to continue to incorporate a wide array of thinking and ideas into the final plan.

To finalize the college's overall strategies and solidify year-one implementation priorities, the college held a series of action planning workshops to solicit ideas from front-line faculty and staff on what items to prioritize. Over 150 individuals participated in these sessions and the feedback was incorporated into implementation planning. The focus of these sessions was around the college's emerging top priorities and to identify tangible and specific things the college could accomplish in the first year of its renewed strategic plan.



External Landscape

The veterinary profession and academia are undergoing rapid change, which makes an ambitious and actionable strategic plan essential to continue the college's long history of excellence. The ongoing effects from the COVID-19 pandemic also create many challenging dynamics that require the college to adapt its activities in order to be successful and thrive.

Developments in the veterinary profession and labor markets continue to highlight workforce issues and organizational culture as areas of importance. Indeed, the veterinary workforce has never been in a more challenging state, with increasing pet ownership, an aging workforce, and too few new graduates to meet the demand. The COVID-19 pandemic created an additional challenge for practices across the country, already dealing with a shortage of veterinarians, veterinary technicians and assistants. Households acquired new pets or were more attentive to the pets they already had. This heightened demand, coupled with altered pandemic operations, created challenging working conditions for many clinics. The American Animal Hospital Association estimates that veterinary team turnover can be as high as 23 percent. In addition, recent estimates show as many as 75 million pets could be without medical care by 2030, due to up to 15,000 too few companion animal veterinarians. Beyond companion animal care, the shortage of veterinarians impacts other aspects of the veterinary profession like farm animal, equine, public or government veterinarians, specialists, and academicians. The shortage of veterinarians is also exacerbated by a shortage of veterinary technicians and assistants.

The increase in demand for veterinary services has negatively impacted well-being in the veterinary profession, which was already a concern. These challenges have been exacerbated by workforce issues and the Great Resignation, as individuals and families change careers, reevaluate priorities or leave the workforce to care for family members. Veterinary suicide rates continue to be higher than the general population, with depression and substance use issues also impacting veterinary professionals at higher rates. Approximately half of veterinary technicians leave the field within 5-6 years, primarily due to poor compensation and a feeling of not being valued or allowed to practice at the top of their license.

Efforts to improve diversity, equity, inclusion, and belonging remain important priorities in veterinary medicine and academia. Pet owners are as diverse as the nation's population, while over 90 percent of veterinarians are white. Institutions of higher learning have a responsibility to help prepare graduates to reflect the communities they serve and create a welcoming and enriching learning environment where diverse and underrepresented populations can be successful and thrive. Until this happens and the veterinary profession more closely resembles and reflects the communities we serve, we will not effectively preserve the human-animal bond or serve people and pets to the best of our ability.





While the COVID-19 pandemic created challenges for society and the college, it also highlighted the importance of veterinary research. Veterinary clinician-scientists and PhD researchers play an important role in advancing our understanding of animal and human diseases. The national research environment is highly competitive, with several trends impacting institutional success. Research success is increasingly driven by collaboration and research networks that harness the expertise of scientists to find novel solutions to complex problems. Research mentorship also plays a key role in helping prepare the next generation of research leaders and enabling junior faculty to build successful and sustainable research programs.

Through the human-animal bond, veterinarians play an important role in connecting people to purpose and the broader health sciences community. Across the country and around the globe, colleges of veterinary medicine and the veterinary profession help the pets of underserved communities, support the health and welfare of agricultural animals, protect and ensure a plentiful food supply, and promote public health. These activities play a key role in the social mission and impact of veterinary medicine. The COVID-19 pandemic limited social interactions and travel, and created an increased demand for pet care which exceeded the capacity of veterinary clinics.

Prior to the pandemic, the financial and operating model of colleges of veterinary medicine was under pressure. The pandemic accelerated some transformations, requiring colleges to adapt. Like many professional programs, graduates of colleges of veterinary medicine enter the profession with high levels of educational debt. This debt alters career choices and impacts the well-being of early career veterinarians. Affordability issues impact students' and veterinarians' career choices. The rise in demand for veterinary care and the shortage of veterinarians is also leading to increased salaries for veterinarians in the private sector, which creates financial challenges for colleges to recruit and retain faculty with current funding models for veterinary academic institutions.

Veterinary medicine and academia face several grand challenges for our people and our profession. Addressing these challenges will require the college to think innovatively, act differently and stay aligned toward our strategic objectives. The strategy of the college is built to prioritize actions that will help lead us to a more successful and sustainable future.



The Current State of the College

The college has a rich history, tradition and strong foundation on which to build, as well as many recent accomplishments made during the pandemic. Our outstanding faculty, staff and students help ensure the college will be well-positioned for success in the future. With a focus on spectrum of care, the new outcomes-based curriculum — which is built upon the American Association of Veterinary Medical College's Competency Based Veterinary Education framework — will help the college to graduate even more confident, competent and day-one practice-ready veterinarians. Our researchers are contributing to the understanding of COVID-19 and other infectious and zoonotic diseases, as well as cancer and other diseases that impact animals and people. With great support from our alumni and philanthropic partners, and continued partnership with state government, the college has achieved a stronger financial foundation, although more work is needed to secure the necessary funding to ensure a sustainable future.

The college is implementing a redesigned, outcomes-based, four-year curriculum that is intertwined with the Spectrum of Care concept, which will continue our national leadership in veterinary education and advance pedagogy and scholarship. The Frank Stanton Veterinary Spectrum of Care Clinic and the Veterinary Clinical & Professional Skills Center were opened recently. In tandem with the college's new curriculum, these facilities will enable students to advance their clinical and professional skills and enter the clinical environment earlier in their training, well prepared to practice broadly across the Spectrum of Care. Our faculty and instructors also deserve recognition and appreciation for quickly adapting to the online and hybrid learning environment brought about by the pandemic. While applications to veterinary schools are up by about 50 percent nationally over the last five years, Ohio State applications have doubled to over 2,650 applications for 165 seats over the same period. This demonstrates that the college's excellent programs are recognized and sought after by prospective DVM students.



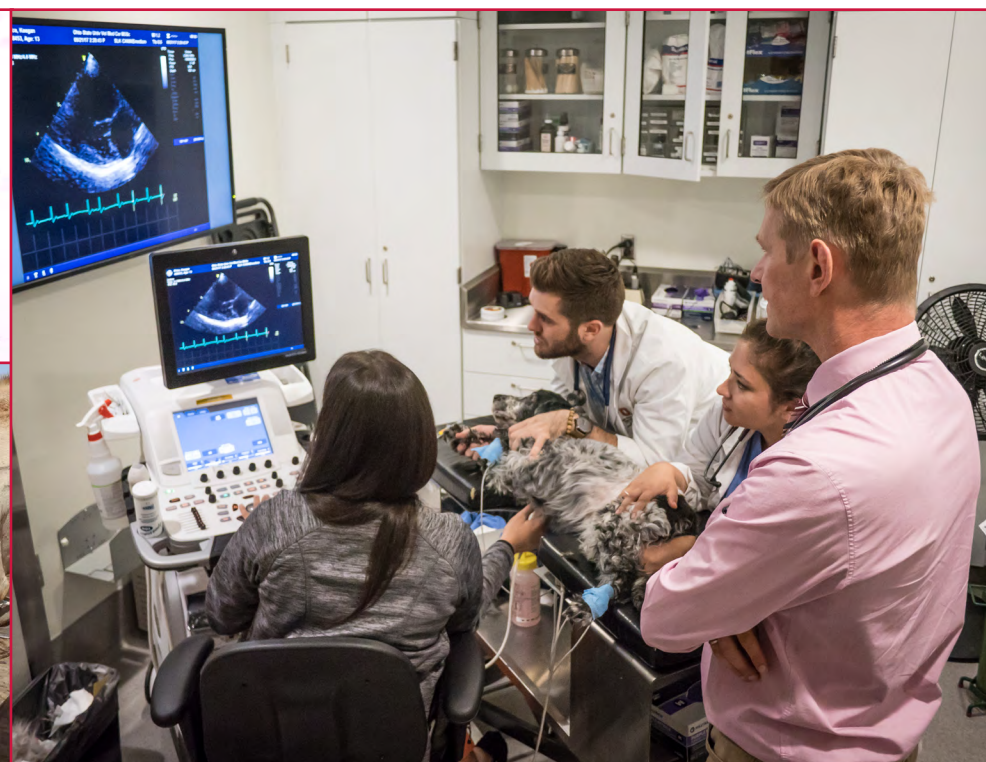
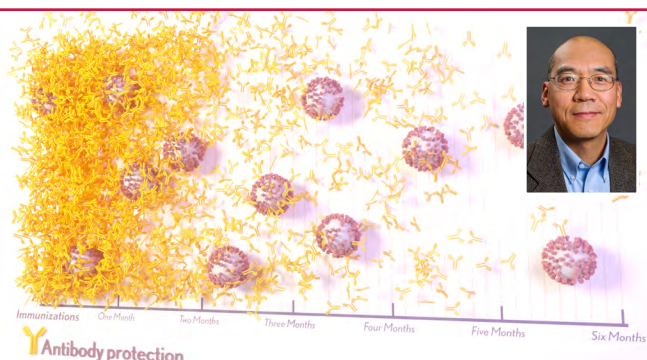
Photograph ©Brad Feinknopf



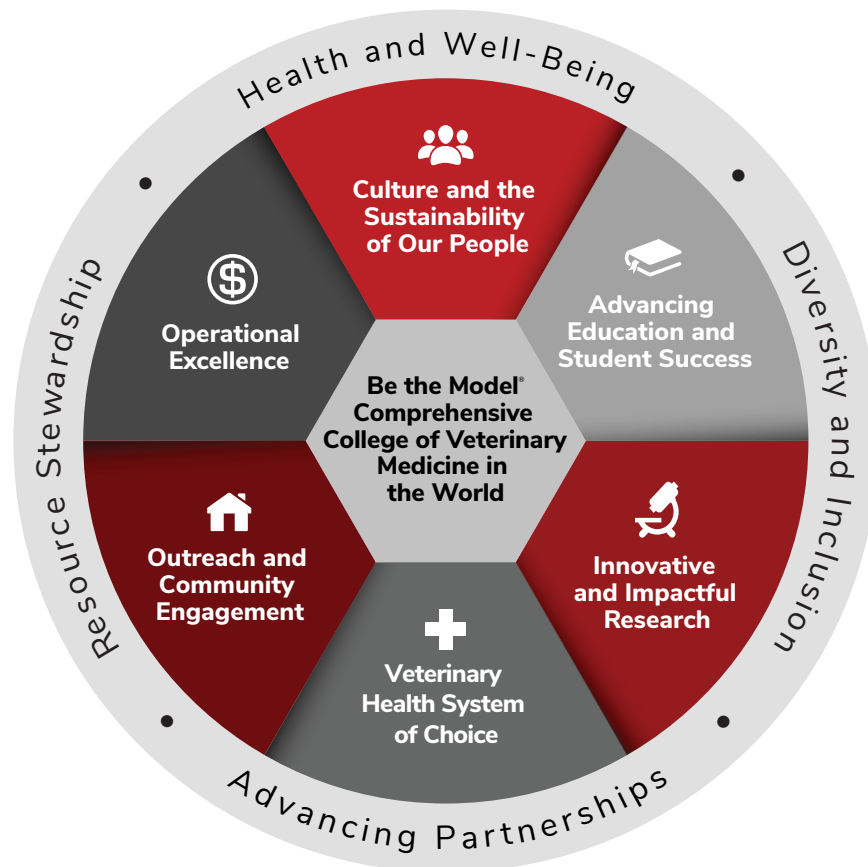
Clinical care is immensely important to our mission to prepare the next generation of veterinary leaders. As the only academic tertiary hospital across Ohio, West Virginia and Kentucky, the Veterinary Medical Center (VMC) is home to over 15 specialties. The VMC's internship and residency training programs are nationally recognized for their excellence. The VMC is located in a diverse and growing metropolitan area that presents high client volume and demand for our services. A robust caseload provides excellent learning opportunities for our students and the volume of patients and busy schedules can lead to a stressful clinical environment, which was especially exacerbated during the pandemic.

The college has a strong research enterprise and it is important for it to continue to grow over the coming years. We have recently increased the number of research-intensive faculty to bolster our research programs and have invested heavily in our Signature Programs that include infectious disease, comparative and translational oncology, and neuromusculoskeletal science. The college also has a number of other well-recognized programs and prides itself on working collaboratively with the broader university, industry and others to advance animal and human health through comparative biomedical team-based science by means of a One-Health approach.

The college serves as an important hub of community activity related to the human-animal bond, through community outreach and shelter medicine, service to animal agriculture, global one health programs, and addressing other societal issues. Prior to the pandemic, the college built a thriving veterinary medicine outreach program, serving vulnerable populations of people and their pets through partnerships with several community organizations. We continue to work with our Agriculture partners and livestock commodity groups to ensure a safe and healthy food supply while supporting Ohio's #1 industry. The college is also a leader in the Global One Health movement with a number of active and thriving local, national and international efforts to improve the health of people by recognizing the interconnectedness of animals, people and the environment. The college's partnerships with the Columbus Zoo and Aquarium, The Wilds and the Ohio Wildlife Center, among others, is critical for ecosystem health, conservation, biodiversity, animal welfare, and sustainability.



The College's Renewed Strategy



The college developed an ambitious and comprehensive five-year renewed strategy built upon our prior Be The Model[®] strategic plan to serve as a road map for our future. This plan will guide our decision-making and resource allocation, helping the college focus and prioritize work that will have the greatest impact on our overall success. We embark on this renewed strategy with the recognition that the COVID-19 pandemic continues to adversely affect and impact our people and our community because of workload and other factors.

The renewed strategy has six goal areas:

1. *Culture & Sustainability of Our People*
2. *Advancing Education & Student Success*
3. *Innovative & Impactful Research*
4. *The Veterinary Health System of Choice*
5. *Outreach & Community Engagement*
6. *Operational Excellence*

These goal areas reflect our mission areas, with support from a sustainable operating model, and the college's top strategic priority is our people.



The Ohio State University College of Veterinary Medicine Strategy Map

Be The Model® comprehensive college of veterinary medicine in the world

Our mission is to benefit society and enhance the health and well-being of animals, people, and the ecosystem through innovation in education, research, patient care, outreach and service

GOALS

1. Be the learning and work environment of choice within Ohio State and the veterinary community
2. Deliver extraordinary and value-driven education that prepares leaders
3. Create transformative discoveries that advance animal and human health
4. Deliver accessible, compassionate veterinary care in partnership with referring veterinarians and clients.
5. Promote positive human-animal interactions to improve the health of animals and people throughout our local community, Ohio and globally
6. Achieve financial sustainability by focusing on creative solutions to operational challenges

CORE INTERNAL OBJECTIVES

Advancing Education and Student Success

- 2.1. Implement innovative outcomes-based curriculum leading to competent, confident, career-ready veterinarians
- 2.2. Create a supportive teaching and learning environment
- 2.3. Promote national leaders in veterinary pedagogy
- 2.4. Develop certificate and micro-credential programs
- 2.5. Attract excellent applicants

Innovative and Impactful Research

- 3.1. Modernize and right-size research space and infrastructure
- 3.2. Enhance responsiveness and faculty support through an effective organizational structure
- 3.3. Grow signature research programs and areas of expertise through team science and collaboration
- 3.4. Leverage the veterinary health system to advance basic, translational and clinical research
- 3.5. Mentor and train the next generation of research leaders

Veterinary Health System of Choice

- 4.1. Advance team-based care models and a culture of collaboration
- 4.2. Train the next generation of academic and specialty leaders
- 4.3. Implement clinical workflows and technological tools to provide high value to customers
- 4.4. Create innovative practice models

Outreach and Community Engagement

- 5.1. Advance the health of pet populations through shelter medicine and community outreach programs
- 5.2. Promote science-based practices to the animal agricultural community
- 5.3. Serve as a leader in global health and conservation initiatives
- 5.4. Grow interest in veterinary medicine and science careers

Operational Excellence

- 6.1. Build work and team environment of choice
- 6.2. Grow philanthropy and deliver high value academic programs
- 6.3. Ensure sustainable college operations
- 6.4. Advance high value work around college's top priorities



CULTURE and THE SUSTAINABILITY OF OUR PEOPLE

- 1.1. Alleviate burnout by managing workload, focusing on high value work, and reducing burdens to productivity
- 1.2. Recruit and retain excellent people with competitive compensation, creative staffing models, and engaged and empowered teams
- 1.3. Promote a culture of wellness by optimizing flexible work arrangements and scheduling
- 1.4. Build community by defining and advancing our Common Purpose, shared values, professionalism, and accountability
- 1.5. Build a culture of diversity, equity, inclusion, and belonging where every member of our college can thrive

FOUNDATIONAL PRINCIPLES

Health & Well-being of Our People

Diversity, Equity, Inclusion & Belonging

Advancing Partnerships

Resource Stewardship



Year-One (FY2024) Implementation Priorities

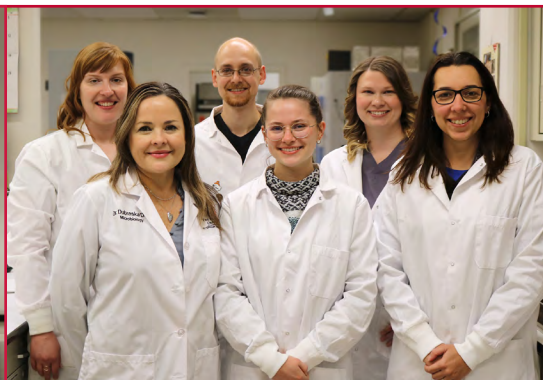
The college’s renewed strategy covers five years (FY24 – FY28). Critical to its success is identifying the high priority initiatives and actions that will take precedence in implementation. The college is mindful of the impact of the pandemic and will focus its efforts on initiatives that will benefit our people and that are mission critical. This focus will allow us the opportunity to restore and recover, rebuild the foundations of our teams, and focus on what is most important as we move forward in the coming years.




It is important to note that the identification of these top priorities for year-one will not dilute the college’s attention to its comprehensive strategy. Concerted efforts will be devoted across all of the goal areas and strategies. However, where resources are scarce or there are competing priorities, college leadership, staff and faculty will direct their resources toward the priorities our community has identified as most important to our overall success.

Throughout our strategy renewal process, the college has continually sought input on our most pressing challenges and opportunities. Our people primarily identified and advocated for focus on three areas:

1. *Supporting our people to improve retention and alleviate burnout*
2. *Implementing the new curriculum and educator development*
3. *Strengthening research capacity*

These areas are those most determinative of the college’s overall success.



Priority	#	Year-One Implementation Tactics	Goal Area	Implementation Lead / Team
 <p>Support Our People to Improve Retention & Alleviate Burnout</p>	1	Improve recruitment & retention efforts by better adapting to market dynamics	Culture & People	Karin Zuckerman / Kristi Pyke
	2	Informed Decision-Making: integrate College Staff Advisory Council (CSAC) & Faculty Council (FC) leaders on Dean's Cabinet	Culture & People	Mary Jo Burkhard / Paul Hogan
	3	Hire an on-site Employee Assistance Program triage counselor for faculty, staff & house officers	Culture & People	Rustin Moore
	4	Explore additional flexible scheduling options	Culture & People	Karin Zuckerman / Kristi Pyke
	5	Continue to implement clinical workflow & scheduling efficiencies within the Veterinary Medical Center	VHS of Choice	Karin Zuckerman / Paul Hogan
	6	Explore Ohio State College of Veterinary Medicine duty hours guidelines for house officers	Education & Students	Angela Marolf / Karin Zuckerman
	7	Enhance data on engagement & turnover to identify root causes of turnover & improve retention	Culture & People	Kristi Pyke / Paul Hogan
	8	Create Personalized Professional Development Pathways for faculty & staff	Culture & People	Mary Jo Burkhard
	9	Foster a sense of community through social events & opportunities for faculty, staff & students	Culture & People	CSAC / FC
	10	Renew & promote our Shared Values & Common Purpose, including finalizing the Code of Conduct	Culture & People	Mary Jo Burkhard
 <p>Implement New Curriculum & Educator Development</p>	1	Roll out year one of outcomes-based curriculum	Education & Students	Emma Read
	2	Implement assessment changes across the program (i.e. S/U roll out with new curriculum)	Education & Students	Emma Read
	3	Finalize details of year two & three of outcomes-based curriculum & determine entry point to clinics	Education & Students	Emma Read
	4	Prioritize development of the curricular threads & Spectrum of Care to enhance experiential learning	Education & Students	Emma Read
	5	Further develop faculty teaching skills & encourage educational leadership/scholarship	Education & Students	Emma Read
	6	Create a learner centered approach where students take responsibility for their education	Education & Students	Emma Read
	7	Begin exploration of final year organization & learning opportunities	Education & Students	Emma Read
 <p>Strengthen Research Capacity</p>	1	Hire & on-board new research-intensive faculty	Research	Pat Green
	2	Hire associate dean for research & graduate studies successor	Research	Rustin Moore
	3	Plan for additional research space & modernize existing space	Research	Pat Green / Dept. Chairs
	4	Increase grant submissions & success rate by enhancing support & mentorship	Research	Pat Green / Dept. Chairs
	5	Enhance research communications & promotion of programmatic impact	Research	Toni Hare



Measuring Success

Connecting the college's strategy to outcomes will help ensure our overall success. Success for the college involves nurturing a thriving community, preparing graduates who lead the field, conducting research that solves problems of significance, serving the needs of our community, and ensuring a sustainable and impactful college for the future. A number of metrics and key performance indicators will monitor our overall progress. These outcome measures will ensure the college can adapt its strategies if the actions we have prioritized do not have the intended impact.

Goal Area	Metric
Culture & the Sustainability of Our People	<ul style="list-style-type: none"> • Faculty, staff & house officer satisfaction • Turnover rate • Number of vacancies • Number of faculty • Number of staff • Percent historically under-represented & first-time learners
Advancing Education & Student Success	<ul style="list-style-type: none"> • Student employability • 1st time & overall North American Veterinary Licensing Examination pass rate • Faculty with scholarly work & publications in pedagogy • Student well-being • National spectrum of care adoptions
Innovative & Impactful Research	<ul style="list-style-type: none"> • Number, quality and impact of publications • Research expenditures • Number of research-intensive faculty • Signature Program total funding • Research communications (social media / press)
Veterinary Health System of Choice	<ul style="list-style-type: none"> • VHS visits • Customer / referring DVM satisfaction • Facility capital improvements • Faculty & staff safety • VHS awards & recognition
Outreach & Community Engagement	<ul style="list-style-type: none"> • Number of outreach community partners • Extension visits, calls & consults • Number of global engagements
Operational Excellence	<ul style="list-style-type: none"> • Philanthropy totals – new fundraising activity, philanthropic receipts & endowment principal • Number of students receiving scholarships & total scholarship dollar distribution • Student debt and debt-to-income ratio • Veterinary Health System margin • Number of endowed chairs & professorships



Implementation Structure and Process

A strategy is only as good as its implementation. Through the strategy renewal process, the college has identified the strategic priorities that will help to ensure our continued success. Strategy implementation is even more important in a turbulent environment with competing priorities, as well as limited bandwidth and resources. Therefore, we will follow best practices for strategy implementation.

College leadership will communicate regularly and proactively to our stakeholders about strategy implementation. At least quarterly we will provide updates on what has been accomplished, upcoming implementation priorities and how the college community can play a role. Updates will be made via emails, town halls, college newsletters, department meetings, and other forums. We will continue to cascade implementation priorities to all faculty, staff and students so our college is aligned around our top strategic priorities. Each year we will assess, make necessary adjustments and further prioritize strategies that we will implement the following year.

Strategy Implementation Best Practices



Accountability

- Teams and individuals are organized around initiatives
- Time is dedicated toward achieving the objective
- Resources are dedicated to the work

SMART Goals

- Objectives are **SMART** (Specific, Measurable, Attainable, Relevant, Time-bound)
- Progress is tracked on an ongoing basis

Integrated into Operations

- The best implementation avoids adding complexity to organizational structures
- Front-line teams are engaged and empowered to adapt

Ongoing Communications

- Successes are celebrated
- Barriers are discussed and mitigated
- Priorities are adjusted on an ongoing basis, with input from stakeholders

By focusing on these best practices, the college will ensure its strategy is successfully implemented. Our strategic priorities will continue to evolve as we successfully implement initiatives and new opportunities emerge. While the college has a strategy outlined in this document, implementation initiatives will continue to evolve over time to meet the needs and address the challenges that lie before us at any given time in the ever-changing landscape.



Conclusion

The Ohio State University College of Veterinary Medicine is immensely proud of our history and role as one of the world’s foremost institutions of veterinary medicine. Even more so, the college is committed to building on this history to **Be The Model**® comprehensive college of veterinary medicine in the world. Our renewed strategy will advance this ambition and position the college for success and sustainability.

The college is proud to be part of a comprehensive land grant institution and is committed to collaborating with university partners and other stakeholders to advance our shared priorities. The university’s mission, vision and shared values are important foundational elements of our strategy and how we operate on a daily basis. The college’s renewed strategy and implementation priorities are in full alignment with university initiatives and the academic plan.

As noted, the veterinary medical profession and academia face numerous pressing challenges, many of which are longstanding issues exacerbated by the COVID-19 pandemic. First among these are workforce shortages within the veterinary profession. Today there are too few veterinarians, veterinary technicians/nurses and veterinary assistants. These shortages will only continue to worsen due to demographic changes and increasing demand unless leaders in the field take strategic and bold actions.

The college is launching its renewed strategy from a position of strength due to our commitment to our people’s health and wellbeing, emphasis on preparing career-ready veterinary graduates ready to practice broadly across the Spectrum of Care, focus on accessible and affordable education, promoting DEIB in the profession and excellent clinical and research programs. These investments have laid a strong foundation on which the college will continue to build in order to continue its trajectory of success, excellence and impact.

