

# Strategic Plan

July 1, 2018 - June 30, 2023



**BE THE  
MODEL**



**THE OHIO STATE UNIVERSITY**

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COLLEGE OF VETERINARY MEDICINE

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# Letter from the Dean



Dear College of Veterinary Medicine Family and Friends,

When the Ohio Agricultural and Mechanical University opened in 1873, Dr. Norton S. Townshend, a respected medical doctor and state leader, recognized the importance of including veterinary science in the curriculum because of the “increase in number and value of farm stock in the state.” Consequently, veterinary science classes were among the foundational courses in 1878 at what would become The Ohio State University. In 1885, Dr. Townshend proudly announced the formation of the School of Veterinary Medicine and the hiring of its first faculty member, Dr. H. J. Detmers. The second state-supported veterinary college in the nation consisted of three courses, a free clinic and an ambulatory service because Dr. Detmers “fully appreciated the great value of practical instruction.” In 1890, the state appropriated \$5,000 to construct the first comprehensive veterinary facility on campus.

Today, The Ohio State University College of Veterinary Medicine is at the forefront of the profession, providing “practical instruction” with a strong and diverse companion, equine and farm animal caseload that attracts outstanding faculty, staff and students. Being part of the only state university in the country with seven health science colleges on one campus, the College of Veterinary Medicine has unique opportunities for multidisciplinary collaboration to conduct research that impacts animals and people globally.

Our strategic plan is a road map for the college’s future. It was developed using an ambitious collaborative process that involved faculty and staff at all levels. My charge to everyone involved was simple: Our strategic plan must be visionary, aspirational and compelling. The following foundational principles were to be incorporated into all parts of the plan: the health and wellness of our students, faculty and staff; promotion of diversity and inclusion in our college; advancement of mutually beneficial partnerships; and responsible resource stewardship. The plan also needed to be aligned with the university’s Time and Change strategic plan. Our plan arose from the personal commitment of more than 120 faculty and staff in the college as well as the efforts of many external stakeholders and supporters, guided by an exceptional team from the Wexner Medical Center’s Strategic Planning and Business Development Office. During many hours of meetings, we challenged ourselves to understand what would be required for the college to excel in all of its endeavors, to differentiate us, and allow us to positively impact the grand challenges facing the profession and society.

Our rich history and tradition, coupled with current strengths and recent successes, provide a firm foundation for our ambitious strategic plan. This plan will guide us as we strive to “BE THE MODEL” for colleges of veterinary medicine around the world.

Sincerely,

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





# Alignment with The Ohio State University



## Ohio State's Aspiration: A Leading National Flagship Public Research University

To make the next bold leap in Ohio State's land-grant history of excellence and impact, we aspire to be a leading national flagship public research university.

This aspiration requires a focus on uplifting the well-being of the state, the nation and the global community through the dissemination of knowledge. It necessitates celebrating all that makes us distinctive and making decisions that build on our unique assets and strengths. Finally, it means being recognized consistently as one of the top public research universities in the nation.

To reach our goals, Ohio State's strategic plan sets forth five pillars of focus:



### Teaching and Learning

Ohio State will be an exemplar of the best teaching, demonstrating leadership by adopting innovative, at-scale approaches to teaching and learning to improve student outcomes.



### Access, Affordability and Excellence

Ohio State will further our position as a leading public university offering an excellent, affordable education and promoting economic diversity.



### Research and Creative Expression

Ohio State will enhance our position among the top national and international public universities in research and creative expression, both across the institution and in targeted fields — driving significant advances for critical societal challenges.



### Academic Health Care

The Ohio State University Wexner Medical Center will continue our ascent as a leading academic medical center, pioneering breakthrough health care solutions and improving people's lives.



### Operational Excellence and Resource Stewardship

Ohio State will be an exemplar of best practices in resource stewardship, operational effectiveness, and efficiency and innovation.





# Our Foundation and Mission



Established in 1885, Ohio State's College of Veterinary Medicine is one of the oldest of the 30 veterinary colleges in the nation and the only one in Ohio. The college includes approximately 130 faculty, 300 staff, 650 veterinary students, 70 residents, 15 interns, and 100 graduate students in the departments of Veterinary Biosciences, Veterinary Clinical Sciences, and Veterinary Preventive Medicine in Columbus as well as the Food Animal Health Research Program at the Ohio Agricultural Research and Development Center (OARDC) in Wooster, Ohio. Founded in the heritage of our land-grant roots, our accomplishments have earned the college an exceptional reputation.

## Mission

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

## Vision

The College of Veterinary Medicine will be the leading national and global learning community for veterinary and comparative medicine where:

- We prepare students for careers of excellence;
- We promote interdisciplinary collaboration through partnerships with the agricultural and biomedical communities;
- Faculty and staff work collaboratively to study and solve problems of significance, create and share new knowledge, and advance both veterinary and human medicine;
- We deploy a team-based health care system as the model for tertiary care for animals;
- We collectively advance the understanding of the power of the human-animal relationship and its health benefits for people and animals alike; and,
- Alumni and trainees become the next generation of global leaders who also understand the importance of civic responsibility and the role of veterinarians in the community.

## Values

- Excellence • Integrity and Personal Accountability • Collaboration • Innovation •
- Transparency and Trust • Empathy and Compassion • Diversity in People and of Ideas •

## Degree and Training Programs

- The comprehensive four-year veterinary medical degree program trains nearly 650 students seeking to earn the Doctor of Veterinary Medicine degree.
- Master's and doctoral degree graduate programs have trained nearly 1,000 PhD and MS students in multidisciplinary, veterinary, comparative, and translational research.
- A Veterinary Public Health master's degree program (a joint endeavor with the College of Public Health) graduates 12-15 students per year.
- A graduate minor program in Business in Health Sciences is available to 15-20 students each year (a joint endeavor with the Fisher College of Business).
- Over 20 three-year post-DVM residency programs in clinical specialty areas train approximately 70 residents enrolled at any given time.
- One-year rotating veterinary internships are provided for 15 graduate veterinarians each year.
- Continuing education programs are available for veterinarians, veterinary technicians, breeders and animal owners.



# Unique Strengths and Differentiation

The Ohio State University is recognized for its intellectually stimulating academic environment that supports innovation and multidisciplinary collaboration. Ohio State is the only university in the nation with seven health sciences colleges on one university campus — Dentistry, Medicine, Nursing, Optometry, Pharmacy, Public Health and Veterinary Medicine. The college is further positioned for multidisciplinary collaborations through its proximity to the College of Food, Agricultural, and Environmental Sciences and its interactions with other key collaborators, such as the College of Social Work.

Because of these and other partnerships throughout the campus and the region, faculty members in the College of Veterinary Medicine are internationally renowned scholars who lead and collaborate in multidisciplinary efforts to solve problems of local and global importance using a One Health and community engagement approach. These unique partnerships include:

- Home to the university's Center for Retrovirus Research and the college's first and longest continuously funded National Institutes of Health program project grant.
- Leadership roles and collaborations within Ohio State's Infectious Diseases Institute, Comprehensive Cancer Center, Center for Clinical and Translational Science, and Global One Health Institute. Recently established signature programs in Infectious Disease and in Comparative and Translational Oncology further collaborations in these key areas within the college.
- The Food Animal Health Research Program – located on the campus of the Ohio Agricultural Research and Development Center in Wooster, OH – whose faculty are members of the department of Veterinary Preventive Medicine. The mission of this partnership with the College of Food, Agricultural, and Environmental Sciences is to support animal industries in economically producing safe, wholesome food in an environmentally and socially responsible way. They program focuses on pathogenesis, epidemiology, and prevention and control of animal infectious diseases.
- Veterinary Public Health program, a partnership with the College of Public Health, which has grown to be the second largest training program of its kind in the nation. The program provides students with the public health credentials to serve as leaders in zoonoses prevention and control programs in the United States and around the world.
- Thanks to its creative and innovative research teams and partnerships, the college has led The Ohio State University in commercialization for several years and is poised to continue to do so.



Being uniquely located in a heavily populated urban area surrounded by a strong rural and agricultural base, our comprehensive veterinary medical center is among the largest facilities of its kind. The Veterinary Health System provides care for more than 72,000 canine, feline, equine, and farm animal patients each year and is comprised of the:

- Veterinary Medical Center (Hummel and Trueman Hospital for Companion Animals, Hospital for Farm Animals, Galbreath Equine Center, and Veterinary Medical Center–Dublin)
- Nationally recognized large animal ambulatory practice and teaching unit in Marysville, Ohio
- Alice Lloyd Finley Memorial Veterinary Research Farm

The Veterinary Health System provides a unique educational environment that prepares students, interns and residents for both general and specialty practice and careers across the breadth of the profession and spectrum of care. We have recently completed a ~\$33M enhancement and expansion of the Veterinary Medical Center, including a new clinical office building, expanded patient reception and examination rooms, new Intensive Care Unit, and enhanced clinical and surgical space. We also use our expertise and partnerships to bridge research and clinical practice. Supported by an investment of \$6M by the Blue Buffalo Company, the Blue Buffalo Veterinary Clinical Trials Office was established in 2007 and since that time it has grown to oversee 20-35 clinical trials at any one time. These trials have resulted in the development of new treatments for cancer, heart disease, and arthritis among others, benefiting animals as well as people.



## Unique Strengths and Differentiation - continued

Our veterinary degree program is accredited by the American Veterinary Medical Association and ranked 5<sup>th</sup> in the nation by *US News and World Report's* Best Graduate Schools. Since its inception, the college has graduated over 8,300 veterinarians — more than any other college of veterinary medicine in the United States. Our college is known for growing leaders in academia, practice, industry, government, and one health. Approximately 80 percent of Ohio's veterinarians are graduates of the college, and our alumni work in all 50 states and in over 40 countries, serving in all areas of the profession, impacting the lives and welfare of animals and people from our local communities in Ohio to global communities around the world. Unique contributors to the success of our students include:

- The college established the nation's first required Shelter Medicine and Surgery Rotation for fourth year veterinary students, which has been through a partnership with Columbus Humane for the last 10 years
- A Business Minor in Health Sciences program with the Fisher College of Business
- One of the longest established and leading Professional Development curricula in the nation
- Office of Career Management - the first of its kind to offer career services exclusively for veterinary students, alumni and employers
- Community outreach, engagement and service learning while caring for pets of the homeless, elderly and homebound members of our local community

We are located in a large, progressive metropolitan area that has consistently been highly ranked for job markets, community inclusion, school districts and low cost-of-living. However, the college is also located at a unique rural-urban interface providing both outdoor activities as well as opportunities for agricultural, equine and wildlife/ecosystem connections. This combination provides a strong recruiting tool for faculty, staff, professional and graduate students, and residents and interns.

To best serve the needs of our college and to partner with the community, we foster an inclusive culture in our workplace and an educational environment that will advance innovation, collaboration and excellence. The college received the 2017 Health Professions Higher Education Excellence in Diversity (HEED) Award, in part due to our work resulting in the classes of 2020 and 2021 being the most diverse in the history of the college.

The College of Veterinary Medicine receives strong support from alumni, grateful clients and friends willing to invest in the college and advance key missions. A successful advancement program raised over \$136M from over 12,600 donors during the university's "But For Ohio State" campaign, nearly doubling the original college campaign goal. Transformational gifts include \$39M from the Stanton Foundation to establish the Building Preeminence in Veterinary General Practice Education (BPVGPE) program and \$6M to name the Blue Buffalo Veterinary Clinical Trials Office and advance clinical trials at the college. Philanthropic efforts have resulted in over \$1M of scholarships awarded in 2017 — up from \$350,000 five years ago — almost half of which came from endowed scholarships. Approximately \$8M has been given to endow new chairs and professorships:

- Dr. Robert H Rainier Chair in Industrial Veterinary Medicine & Research
- Frank Stanton Chair in Veterinary General Practice & Canine Health & Wellness
- Teckie and Don Shackelford Chair in Canine Medicine
- Wolfe Associates Professorship in Canine Clinical & Comparative Medicine





# Strategic Scan – Grand Challenges

*The perception of education has moved from one of public good to one of private benefit. This change has negatively affected state support and jeopardizes our potential for developing local community leaders to serve underserved areas of our state....*

The high cost of veterinary medical education and the need to assume a substantial amount of debt may discourage interested students from entering the field and from attending Ohio State's College of Veterinary Medicine – especially those from economically disadvantaged and underserved areas of our state.

Veterinary students at Ohio State's College of Veterinary Medicine graduate with higher debt than do graduates of other veterinary programs. The average debt burden of Ohio State graduates was over \$200,000 for the Class of 2017, which is 25 percent higher than the national average. This difference is a consequence of the comparatively low level of state support for veterinary medical education in Ohio. On a per student basis, the amount of subsidy for veterinary medical education provided to The Ohio State University is less than half of the average of the top 10 colleges of veterinary medicine and nearly the lowest of all 30 colleges.

*Research problems are increasingly complex, requiring multidisciplinary and translational solutions to impact important issues, yet funding is increasingly competitive....*

Today's biomedical health and animal agriculture research problems are complex and multifaceted – they encompass a number of disciplines and areas of expertise. Solving today's most difficult and pressing problems will require an integrated multidisciplinary approach.

The college's research funding comes principally from the federal government, with the state, private industry, and not-for-profit sector playing important roles. The college is ranked 11<sup>th</sup> among colleges of veterinary medicine in federal research funding. Federal funding for research faces budgetary pressures and increased competition. The college must increase its research efforts in areas of strength and opportunity and continue to have an impact in the improvement of animal and human health.

*Our food supply is in jeopardy and the number and severity of disease outbreaks is increasing rapidly....*

Ecosystem health is vital for the health of Ohio's people, animals and economy. At over \$110 billion, agriculture is Ohio's largest industry. The state ranks 10<sup>th</sup> in the nation for the value of farm products and more than one in seven Ohioans are employed in an agriculture-related business. A healthy and growing animal agricultural system is critical both for the economy of Ohio as well as the world's food supply.

Animals and our ecosystem are also a significant source of disease outbreaks. Over 70% of human infectious diseases of the last three decades have originated from or through animals. Veterinarians work at the interface of human, animal and environmental health to support the health and safety of our communities.

In 2017, three of Ohio's 88 counties did not have a resident veterinarian and at least 15 counties appear to be underserved. This situation reflects a national trend among counties with substantial populations of livestock and is anticipated to worsen because 26% of Ohio veterinarians are expected to retire in the next 15-20 years and fewer veterinary students today come from a rural background.

*Wellbeing within the veterinary profession, especially among the younger members and future of the profession, is a critical concern....*

The rates of anxiety, depression and burnout are disproportionately high for veterinarians and veterinary students, particularly in younger members of the profession. One in six veterinarians has considered suicide and less than a third of younger veterinarians say they would recommend the profession to others.

Stressors to wellbeing include the financial stress associated with student debt, lack of perceived competence, and didactic-intensive academic training that fosters a disconnect between student expectations and their actual learning experience (e.g. focus on memorization and a lack of clinical experience early in the program).





# Strategic Scan – Key Opportunities

## *Ohio State's College of Veterinary Medicine is poised for transformational change of our learning model and environment....*

Our college has established a foundation that facilitates and promotes innovative instructional approaches, focusing on experiential and applied learning, throughout the curriculum.

- Recent groundbreaking on a state-of-the art Clinical and Professional Skills Laboratory as part of a \$39M gift from the Stanton Foundation to establish the Building Preeminence in Veterinary General Practice Education (BPVGPE) program.
- Recruitment of a new Associate Dean for Professional Programs to lead our educational efforts.
- Critical work to map, enhance and re-envision the curriculum by the Council for Professional Education and Office of Teaching and Learning has begun.

Our college also plans to adopt the American Association of Veterinary Medical Colleges' (AAVMC) Competency Based-Veterinary Education model. This will support a 21st century learning environment by shifting program outcomes to competency domains and professional activities. The end result: increased confidence of our graduates in their Day 1 skills, increased employer satisfaction, and greater career sustainability and life-long learning for those in the veterinary medical profession.

## *The university and our college are primed for new multidisciplinary and creative approaches....*

Ohio State has prioritized research and creative approaches to solve the most complex challenges and translate research to groundbreaking solutions — from the Time and Change Strategic Plan to the Discovery Themes Initiative to the Infectious Diseases Institute to the Comprehensive Cancer Center to the Center for Clinical and Translational Science.

In addition to leveraging our own research enterprise and the Blue Buffalo Veterinary Clinical Trials Office, our faculty are primary investigators or integral collaborators on funded initiatives across the university and have strategic partnerships with nearly every college at Ohio State. Our faculty are leaders across the breadth of our profession, including the study of the pathophysiology, diagnosis and prevention of infectious diseases, food safety and ecosystem health, translational advances in the treatment of cancer, and the advancement of neuromusculoskeletal science and treatment of patients with locomotion diseases.

## *The need and opportunity for veterinary medicine to be involved in Ohio's communities has never been greater....*

Our Veterinary Outreach Program directly prepares our graduates to enter their careers as competent and confident veterinarians who value civic responsibility and leadership. Our students learn to provide wellness and basic veterinary care for pets of the elderly, homebound or homeless citizens in Franklin County in conjunction with our community partners: LifeCare Alliance, Faithful Forgotten Best Friends and other community organizations.

Today's interwoven challenges present an opportunity for the college to come together with others in the university and our community to establish mutually beneficial and interactive partnerships to meet the changing needs of the animals and people in Ohio and beyond. As we continue efforts to expand our impact in the community — through spaying and neutering, preventive care and treatment — we gain significantly from the reciprocity built in these partnerships. Interacting with a diverse population of people prepares our students for veterinary careers in which compassion, cultural competence, social awareness, interpersonal skills, and civic responsibility are as essential as medical knowledge. They will be equipped to provide a broad spectrum of care to diverse clients and patients.

## *The time is right for expanding our One Health Partnerships....*

One Health is the branch of veterinary medicine that works at the interface of people, animals and ecosystem health. Veterinarians are considered experts in zoonotic diseases and food safety, which uniquely positions Ohio State's College of Veterinary Medicine to recognize these threats and contribute solutions to these complex challenges.

The college's Veterinary Public Health specialization — in partnership with the College of Public Health — and our leadership in Ohio State's Global One Health initiative provide a coordinated, multidisciplinary foundation for improving human, animal and ecosystem health, as well as providing learning opportunities for students and veterinarians. Opportunities for new partnerships with the College of Food, Agriculture, and Environmental Sciences — such as the Center for Human-Animal Interactions Research and Education and the School of Environmental and Natural Resources — furthers our work in ecosystem health and conservation medicine.



# Our Ambition

*To be the model comprehensive college of veterinary medicine in the world, impacting animal and human health through innovation, collaboration and excellence.*

Adapted from a speech by Dr. Roger Fingland, Executive Associate Dean, to the College of Veterinary Medicine faculty and staff, December 1, 2017.

## Why Not 'Be #1'?

Programs typically aspire to a ranking — being #1 or in the top 10. The concern and central question is — how is the ranking determined? For veterinary education, established metrics are not available. Current rankings, such as those published by *US News and World Reports*, are the compiled assessments of veterinary college administrators. Despite our top five ranking, as educators and scholars, we understand the limitations of such subjective rankings. It may be reasonable to suggest a higher ranking because of size, funding, location, or other factors. Such a ranking, however, does not mean that other programs are not as good. In addition, ranking is hard to relate to on an individual basis. It is not always clear how I, in my role and sphere of influence, can impact the ranking of the college.



## Our Commitment

Can you easily come up with the name of an individual or program that you aspire to emulate — someone who does it better than anybody else? Most people can. It may not be the program with the largest hospital or the most funding. More likely it is a program where people are doing the right things in the right way. Even the smallest program could be the model for excellence in clinical teaching, collaborative research, patient care, customer service, or community impact.

Every person in our college has the potential to 'Be The Model' in their own position, in this place and at this time. Committing to being the model is completely within our control as individuals. If each of us commits to being the model, then our program will become the model. Seen in this light, our strategic plan becomes very much an individual commitment.

## How Will We know?

We will know we are the model when others emulate us; when they seek to match our success. We will know we are the model when we inspire others and we ourselves are inspired. We will know we are the model when those we teach are motivated to impact their communities and the profession.

To BE THE MODEL is dynamic; it is a process of becoming, not an endpoint we achieve and then rest from our efforts. Rather than striving to maintain a status we have achieved in the past, we will always be presented with new opportunities to be an example of excellence and innovation in the future.

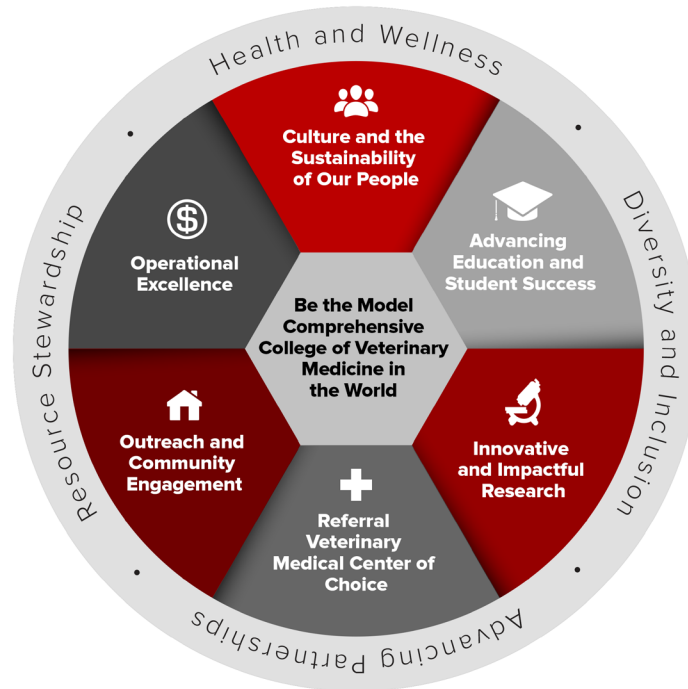
*"Imitation is not just the sincerest form of flattery, it is the sincerest form of learning."*  
George Bernard Shaw



# Strategic Plan July 1, 2018 - June 30, 2023

## Ambition

To be the model comprehensive college of veterinary medicine in the world, impacting animal and human health through innovation, collaboration and excellence.



## Goals

**Culture & Sustainability of Our People:** Be the learning and working environment of choice within The Ohio State University and the veterinary community. This will be accomplished through a culture and organizational structure that values, supports and empowers our most important resource: our people.

**Advancing Education & Student Success:** As part of a comprehensive health sciences university, deliver extraordinary and value-driven education that prepares veterinary professionals to lead the field, advance science and achieve personal fulfillment.

**Innovative & Impactful Research:** Be a national and global leader in animal and human health as a top research-funded college of veterinary medicine.

**Referral Veterinary Medical Center of Choice:** Be the model for excellence in academic veterinary medicine and the referral center of choice by delivering accessible, cutting-edge care in partnership with referring veterinarians and clients.

**Outreach & Community Engagement:** Improve the health of animals and people while promoting positive human-animal interactions throughout our local community, Ohio and globally.

**Operational Excellence:** Achieve financial sustainability for the college by focusing on creative solutions to funding challenges while enhancing student, faculty and staff outcomes.

In addition, the college identified four foundational principles central to the success of the college and impacting all mission and goal areas:

- Health and Well-Being of Our People • Diversity and Inclusion •
- Advancing Partnerships (Collaborations) • Resource Stewardship •





# Strategic Plan Goals

## Goal One: Culture and Sustainability of Our People

Be the learning and work environment of choice within Ohio State and the veterinary community through a culture and organizational structure that values, supports and empowers our most important resource: our people.

Measured on our scorecard by:

- Faculty and staff retention rate
- Assessment of work and learning culture and climate in alignment with strategic plan
- Professional, supervisory, career development and leadership opportunities
- Job task analysis

**Strategy 1:** Improve trust, communication and accountability between faculty, students, staff and administration.

	Year				
Implementation	1	2	3	4	5

Tactics:

- 1.1 Continue to implement a shared governance model
- 1.2 Implement a combined team- and individual-based reward and recognition system
- 1.3 Improve financial decision-making transparency throughout college
- 1.4 Promote relationship building through college-wide learning and interactive events
- 1.5 Enhance communications within the college with an emphasis on understanding the why and how of decisions

**Strategy 2:** Increase faculty and staff numbers through recruitment to support retention and optimization of organizational capability and flexibility.

	Year				
Implementation	1	2	3	4	5

Tactics:

- 2.1 Align recruitment efforts with college strategic goals and create funding plan to implement
- 2.2 Regularly identify and prioritize operational pain points and immediate needs
- 2.3 Provide necessary support and resources to enable faculty and staff to achieve success
- 2.4 Identify high turnover areas and create work plans to address causes

**Strategy 3:** Empower individuals in their roles and create flexibility for people to innovate in their daily work, improve organizational effectiveness and increase personal satisfaction.

	Year				
Implementation	1	2	3	4	5

Tactics:

- 3.1 Review and update job descriptions through job-task analysis to increase areas of responsibility and appropriately distribute faculty and staff
- 3.2 Establish protected time for people and teams to improve work flow
- 3.3 Promote and enable work-life integration and flexibility for all members of the college
- 3.4 Empower departments and units to reduce red tape required to complete a task



## Strategic Plan Goals - continued

**Strategy 4: Deliver and promote opportunities for professional and leadership development, career progression and individual recognition.**

	Year				
Implementation	1	2	3	4	5

Tactics:

- 4.1 Incentivize and reward high performing faculty and staff and bridge performance expectations with work-life balance
- 4.2 Provide financial incentive or support for staff to pursue relevant training, certification and presentations at external conferences
- 4.3 Include innovation and process improvement in recognition and annual reviews
- 4.4 Create and communicate a clear ladder for career and professional progression for staff and plan for succession
- 4.5 Expand formal faculty mentoring and leadership program to foster individualized career development and plan for succession

**Strategy 5: Sustain an internal culture of inclusive collaboration and serve diverse communities to promote new ideas.**

	Year				
Implementation	1	2	3	4	5

Tactics:

- 5.1 Increase partnerships with diverse communities to create service-learning opportunities for students
- 5.2 Identify new, creative ways to recruit a pipeline of diverse students, graduate students, faculty and staff
- 5.3 Holistically review and enhance our community and inclusion training programs and promote these concepts as core values within the college
- 5.4 Improve retention by creating a welcoming environment for diverse individuals

**This goal builds on current efforts:**

- Annual Merit and Compensation Process and mid-year salary adjustments
- Faculty and staff leadership and career development programs, such as the New Faculty Series and Mechanics for Managers
- Community of Inclusion Certificate Program
- New team and individual awards



# Strategic Plan Goals - continued

## Goal Two: Advancing Education and Student Success

As part of a comprehensive health sciences university, deliver extraordinary and value-driven education that prepares veterinary professionals to lead the field, advance science and achieve personal fulfillment.

Measured on our scorecard by:

- Student surveys of educational program
- Faculty surveys of educational program
- Increased publications and conference presentations on teaching and scholarship
- Integration of clinical skills lab into curriculum

**Strategy 1: Improve the affordability and accessibility of veterinary medical education and increase the value of our programs.**

	Year				
Implementation	1	2	3	4	5

Tactics:

- 1.1 Enhance sustainable and strategic pipeline programs to engage a diverse set of students in K-12 and undergraduate programs
- 1.2 Increase scholarships for students
- 1.3 Advance recommendations for two-year pre-veterinary curriculum
- 1.4 Identify value-adds that can decrease the cost of living or attending school for students, catalogue total incidental costs and promote low total cost of living
- 1.5 Support, recommend and recruit experiences and practices that provide paid summer employment opportunities

**Strategy 2: Further implement an innovative curriculum that emphasizes clinical experience, preeminence in veterinary general practice education and critical thinking to prepare career-ready graduates and life-long learners.**

	Year				
Implementation	1	2	3	4	5

Tactics:

- 2.1 Implement and integrate a general practice program that provides student with hands-on learning opportunities to develop and refine essential clinical and professional skills
  - 2.1.1 Build a state-of-the-art Clinical Skills Lab
  - 2.1.2 Integrate the Clinical Skills Lab into the preclinical and clinical core curriculum
  - 2.1.3 Define a track of optimal 4<sup>th</sup> year clinical rotations and experiences for students entering small animal general practice
  - 2.1.4 Expand and revise general practice clinical clerkship program for all species
- 2.2 Review the Career Area of Emphasis (CAE) program and redefine core clinical rotations that must be completed regardless of a student's CAE
- 2.3 Revise program goals to include measurable outcomes
  - 2.3.1 Redistribute clinical competencies across the curriculum in alignment with the Association of American Veterinary Medical Colleges' competency-based veterinary education framework
  - 2.3.2 Establish a college-wide assessment program for the core curriculum





# Strategic Plan Goals - continued

## Strategy 2 Tactics: continued

- 2.4 Define the core knowledge, technical and non-technical skills and behaviors required of all graduates as a basis for curricular review and reform
- 2.5 Examine competency-based curricula that avoid a rigid lock-step and time-based program
- 2.6 Create an interdisciplinary task force, including outside perspectives, to assess the need for and establish the foundation of curricular change
  - 2.6.1 Review the core curriculum, focusing on integrating practical application, clinical reasoning and critical thinking throughout years 1 to 3
  - 2.6.2 Examine content delivery and scaffolding across years 1 to 3

## Strategy 3: Promote a healthy and supportive environment that enables holistic student success, including personal enrichment and professional development.

	Year				
Implementation	1	2	3	4	5

### Tactics:

- 3.1 Enhance coordinated and accessible career-related services for students
- 3.2 Implement more active learning to better engage students
- 3.3 Increase student, alumni, faculty, staff and practitioner interaction through curricular and co-curricular activities
  - 3.3.1 Learning communities, faculty advisor
- 3.4 Enhance health and wellness offerings for students and make them more accessible

## Strategy 4: Support faculty and staff contributions to evidence-based pedagogy by advancing competencies in course design, curriculum development assessment and evaluation.

	Year				
Implementation	1	2	3	4	5

### Tactics:

- 4.1 Recruit, develop and retain world class educators
  - 4.1.1 Provide and promote sharing of best practices and training in teaching through college programs
- 4.2 Reward faculty for developing and implementing innovative curricula, courses, and practices
  - 4.2.1 Design a comprehensive review for evaluating the teaching performance of faculty and staff educators
  - 4.2.2 Develop incentives that reward clinical teaching
  - 4.2.3 Further integrate teaching component into tenure and promotion track
- 4.3 Training on learning analytics to evaluate instructional effectiveness and assess student competencies
  - 4.3.1 Support course-level assessment and evaluation through systematic support for faculty team leaders

### This goal builds on current efforts:

- Increased scholarships awarded annually from \$350K to \$1M over last five years
- Buckeye Vet Prep Academy - a summer residential camp geared toward high school students from diverse backgrounds
- Completed curriculum map
- Design and construction of Clinical and Professional Skills Lab



# Strategic Plan Goals - continued

## Goal Three: Innovative and Impactful Research

Be a national and global leader in animal and human health as a top research-funded college of veterinary medicine.

Measured on our scorecard by:

- Total research funding
- Research infrastructure audit completed
- Functional state-of-the-art research space square footage
- Rebranded traditional interdisciplinary graduate program

**Strategy 1: Accelerate research through an effective organizational structure and aggressive promotion of the college's programs.**

	Year				
Implementation	1	2	3	4	5

Tactics:

- 1.1 Perform competency mapping of research networks and assess research infrastructure to determine gaps (operational, space, equipment)
- 1.2 Perform total college space, equipment, and shared resource audit
- 1.3 Improve and grow research infrastructure (e.g. remodel existing space and expand into a new building)
- 1.4 Improve marketing and communication strategy
- 1.5 Leverage university resources (e.g. industry liaison office and proposal development office)

**Strategy 2: Grow and develop collaborative research networks and partnerships across the college, university and external entities to lead multidisciplinary and comparative biomedical and animal agriculture research in college signature programs and areas of high impact.**

	Year				
Implementation	1	2	3	4	5

Tactics:

- 2.1 Recruit 10 research-intensive replacement faculty and 15 new research-intensive faculty
- 2.2 Proactively retain top faculty researchers and research trainees
- 2.3 Formalize research collaborations to fund research and improve recognition
- 2.4 Increase financial support for high potential seed projects
- 2.5 Actively engage university programmatic development with university entities such as the Comprehensive Cancer Center, Center for Clinical and Translational Sciences, Infectious Diseases Institute, Discovery Themes Initiative, and other applicable university programs.



## Strategic Plan Goals - continued

### Strategy 3: Leverage the veterinary health system to advance basic, clinical and translational research.

	Year				
Implementation	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

#### Tactics:

- 3.1 Explore and implement flexible and creative approaches to protect research time for clinician scientists
- 3.2 Strengthen the Blue Buffalo Veterinary Clinical Trials Office and clinical research by increasing marketing and expanding community engagement
- 3.3 Create flexible model for tenure track faculty in clinic

### Strategy 4: Diversify and expand funding sources to create a core pipeline of funded researchers.

	Year				
Implementation	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

#### Tactics:

- 4.1 Grow grant submissions to key funding sources, including National Institutes of Health (NIH), Department of Defense, US Department of Agriculture, and other similar high-dollar funding sources.
- 4.2 Seek and cultivate robust public and private sector partnerships leading to sponsored research, value sharing and commercialization
- 4.3 Identify state needs and priorities and lobby the state to increase funding of initiatives that improve Ohio's public health, including agriculture and bioinformatics
- 4.4 Increase development efforts related to research and align with college priorities

### Strategy 5: Advance graduate programs through alignment with college research priorities in order to recruit the best and brightest candidates.

	Year				
Implementation	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

#### Tactics:

- 5.1 Rename, redefine and unify college wide graduate program
- 5.2 Establish a PhD admission and 1st year rotation program and redefine core curriculum content
- 5.3 Enhance PhD program recruitment including development of the veterinary and undergraduate student pipeline
- 5.4 Identify graduate student priorities for career development and tailor programs to meet those needs

#### This goal builds on current efforts:

- Formalization of two College of Veterinary Medicine research signature programs
  - Infectious Disease
  - Comparative and Translational Oncology
- FY17 was the best research funding year in the college's history
- College faculty provide leadership in programmatic research across the university





## Strategic Plan Goals - continued

### Goal Four: Referral Veterinary Medical Center of Choice

Be the model for excellence in academic veterinary medicine and referral center of choice by delivering accessible, cutting-edge care in partnership with referring veterinarians and clients.

Measured on our scorecard by:

- Stakeholders (referring veterinarians and clients) survey results
- Appointment utilization metrics
- Student educational preparedness as assessed through employer/alumni surveys
- Number of clinical trials
- Number of publications in high-impact clinical journals
- Service caseload

**Strategy 1: Deliver exceptional customer service and accessible care to clients in partnership with referring veterinarians throughout the continuum of care.**

	Year				
Implementation	1	2	3	4	5

Tactics:

- 1.1 Implement referring veterinarian and client satisfaction surveys
- 1.2 Improve scheduling and communication tools
- 1.3 Assess processes, resources and staffing models by clinical service to identify opportunities for improvement
- 1.4 Continue the Electronic Medical Record initiative and ensure it contains referring veterinarian and client portals
- 1.5 Benchmark tertiary hospitals that have exceptional customer service

**Strategy 2: Explore models of clinical education to support the academic mission while improving student learning and client satisfaction.**

	Year				
Implementation	1	2	3	4	5

Tactics:

- 2.1 Analyze patient flow and teaching process to determine where opportunities exist for greater efficiency
- 2.2 Evaluate clinical education models of other leading teaching hospitals
- 2.3 Conduct employer and alumni surveys regarding skill sets of our graduates
- 2.4 Develop evidenced-based recommendations to incrementally implement new clinical teaching models
- 2.5 Engage faculty and identify clinical champions to develop service specific implementation plan



## Strategic Plan Goals - continued

**Strategy 3: Promote and invest in nationally — and regionally — renowned programs and differentiate them in the market.**

	Year				
Implementation	1	2	3	4	5

Tactics:

- 3.1 Implement marketing plan to communicate the value of our programs to referring veterinarians and the community
- 3.2 Enhance the Veterinary Medical Center website to create consumer friendly access and educate clients
- 3.3 Develop service-specific plans with faculty to educate referring veterinarians about areas of specialization
- 3.4 Develop a business plan and marketing strategy for each priority program
- 3.5 Enhance and promote continuing education opportunities within priority programs

**Strategy 4: Advance basic, clinical and translational science by leveraging the veterinary health system.**

	Year				
Implementation	1	2	3	4	5

Tactics:

- 4.1 Implement new clinical research pricing
- 4.2 Continue Electronic Medical Record initiative to enhance infrastructure and analytics (searchability and accessibility)
- 4.3 Evaluate how the Blue Buffalo Veterinary Clinical Trials Office is organized and identify strategies to improve ease of utilization
- 4.4 Create opportunities for broader research activities among research-intensive, clinical and teaching faculty
- 4.5 Expand mentorship of research practices
- 4.6 Cultivate both internal and external research partnerships
- 4.7 Grow and market clinical trials and expand the pool of participants

This goal builds on current efforts:

- Completion of the Veterinary Medical Center Expansion and Enhancement
- Hire of practitioner liaison
- Expansion of Veterinary Medical Center-sponsored continuing education



# Strategic Plan Goals - continued

## Goal Five: Outreach and Community Engagement

Improve the health of animals and people while promoting positive human-animal interactions throughout our local community, Ohio and globally.

Measured on our scorecard by:

- Number of animals and clients served in underserved populations
- Number of students engaged in international activities
- Number of participants in Extension teaching program
- Number of participants in continuing education programs

**Strategy 1:** Provide learning experiences for students to gain day-one practice skills through compassionate community care, including public education and care for animals of underserved populations.

	Year				
Implementation	1	2	3	4	5

Tactics:

- 1.1 Advance opportunities for learners to provide compassionate care while enhancing professional and clinical competencies
- 1.2 Establish a shelter medicine teaching and service program to complement the shelter surgery program
- 1.3 Identify community partners to increase opportunities for delivering care and promoting the health and welfare of animals
- 1.4 Increase community partners to grow clientele to support a four-day program

**Strategy 2:** Identify and foster interdisciplinary collaboration to educate students and improve the health of animals, people and the environment through Global One Health initiatives.

	Year				
Implementation	1	2	3	4	5

Tactics:

- 2.1 Align college international engagement strategies with broader university-wide approaches to global programming
- 2.2 Take advantage of existing university infrastructure and improved efficiency for engagement outside the university
- 2.3 Create and strengthen global service learning (study abroad) opportunities for our students and other professionals
- 2.4 Implement new digital technologies that will facilitate global outreach



## Strategic Plan Goals - continued

**Strategy 3:** Translate research into best practices through veterinary extension and continuing education programs that improve the health, welfare and productivity of animals, food safety and security, and public health.

	Year				
Implementation	1	2	3	4	5

Tactics:

- 3.1 Enhance visibility and accessibility in the field of extension programming and build relationships with industry and community
- 3.2 Support extension programming through engagement with state stakeholders, private industry and community
- 3.3 Determine constituent needs through interaction with stakeholders to address pressing issues
- 3.4 Internally align mission, purpose and model for extension programming and continuing education

This goal builds on current efforts:

- Local outreach to underserved populations
- Global outreach in East Africa and beyond
- Extension - bringing the knowledge of the college directly to Ohioans to better their lives and communities





# Strategic Plan Goals - continued

## Goal Six: Operational Excellence

Achieve financial sustainability for the college by focusing on creative solutions to funding challenges while enhancing student, faculty and staff outcomes.

Measured on our scorecard by:

- State support
- Regular publication of financial report and hospital metrics
- Development fundraising
- Veterinary health system operating margin prior to support

**Strategy 1: Focus resources on top priorities and disinvest where necessary.**

	Year				
Implementation	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

Tactics:

- Develop metrics for determining areas for disinvestment and reinvestment
- Determine top priorities and funding needed for excellence
- Create and implement a process for decision-making of operational excellence initiatives

**Strategy 2: Develop revenue sources — including philanthropy, state funding, and strategic partnerships with the private sector — by enhancing the college's strengths and leveraging underutilized assets.**

	Year				
Implementation	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

Tactics:

- 2.1 Create business planning capacity to evaluate revenue opportunities, including pharmacy, clinical laboratories and new programs
- 2.2 Evaluate revenue opportunities and match with private sector, philanthropic or state funding sources
- 2.3 Leverage university resources to enhance commercialization efforts
- 2.4 Develop strategic approach to expanding state funding



## Strategic Plan Goals - continued

### Strategy 3: Promote responsible resource stewardship by:

- Developing strategies to reduce costs to students
- Increasing fiscal awareness
- Creating operational efficiencies
- Optimizing the organizational structure

	Year				
Implementation	1	2	3	4	5

#### Tactics:

- 3.1 Prioritize advancement funds for scholarships
- 3.2 Promote loan forgiveness and deferment programs to students
- 3.3 Optimize curriculum mapping to reduce overlap
- 3.4 Explore and encourage teaching practices that reduce costs to students, such as textbook purchases
- 3.5 Increase use of budgeting for courses and units to promote fiscal stewardship
- 3.6 Implement policies and procedures in the Veterinary Medical Center to reduce waste

### Strategy 4: Develop synergies with university and veterinary colleagues and private sector partners to leverage strengths and mitigate weaknesses.

	Year				
Implementation	1	2	3	4	5

#### Tactics:

- 4.1 Develop working group with Big 10 veterinary colleges to generate opportunities for distance learning and other efficiencies
- 4.2 Develop partnerships with community practitioners to enhance training without additional costs
- 4.3 Examine what services could be provided through contract with private sector partners

#### This goal builds on current efforts:

- Legislative engagement
- Fundraising activity
- Enhanced technology uses, such as eBook
- Workday training and preparation



# Strategic Plan Development

The College of Veterinary Medicine began strategic planning late in 2016 to develop a visionary, aspirational and transformational plan that would continue the college's rich tradition of excellence. The process, built on the effort and contribution of over 120 faculty and staff, was comprehensive and broadly inclusive.

A faculty and staff-led steering committee provided oversight and direction for the four-step planning process: strategy position, strategy formulation, strategy translation, and strategy execution. The steering committee developed an ambition statement and, after a scan of the strategic landscape, identified seven key areas of strategic focus based on the input of faculty, staff and external stakeholders.

Faculty and staff with crucial expertise representing the breadth and diversity of our mission areas were nominated and elected to work in groups that addressed each focus area. These work groups were integral to the success of the planning effort in that they brought together college representatives, as well as key external partners, to envision the future state of the college. Each work group conducted a gap analysis and identified the attributes necessary for success in each focus area over the next five years. Strategies and tactics necessary to achieve success in each area were developed, refined and prioritized. The goals and strategies developed by the "Culture & Talent" and "Facilitating Effectiveness & the Sustainability of Our People" groups had substantial overlap and, with consultation and consent of both groups, were merged.

The key goal areas developed by the work groups were:

- **Culture & Sustainability of Our People**
- **Advancing Education & Student Success**
- **Innovative & Impactful Research**
- **Regional Veterinary Medical Center of Choice**
- **Outreach & Community Engagement**
- **Operational Excellence**

An executive sponsor was charged with responsibility for the implementation and continual reassessment of the goal area over the life of the plan. Each sponsor further engaged faculty and staff to support strategy oversight, including the sequencing of strategy implementation and metrics of success.

Throughout the planning process, the strategic planning team and college leadership engaged a number of external advisors for input into the proposed ambition, goals and strategies. They reviewed the plan at an early and late stage of the proposal to provide feedback on the broad themes of the plan and suggest ways for us to ensure success in implementation. As part of the university review of our strategic plan, a broad range of people across the university provided input to enhance the communication within our plan to highlight our partnerships, differentiation and impact. Their feedback helped to ensure that the final plan was aspirational, inclusive and transformational; a plan that would significantly advance all mission areas of the college in alignment with Ohio State's Time and Change strategic plan.

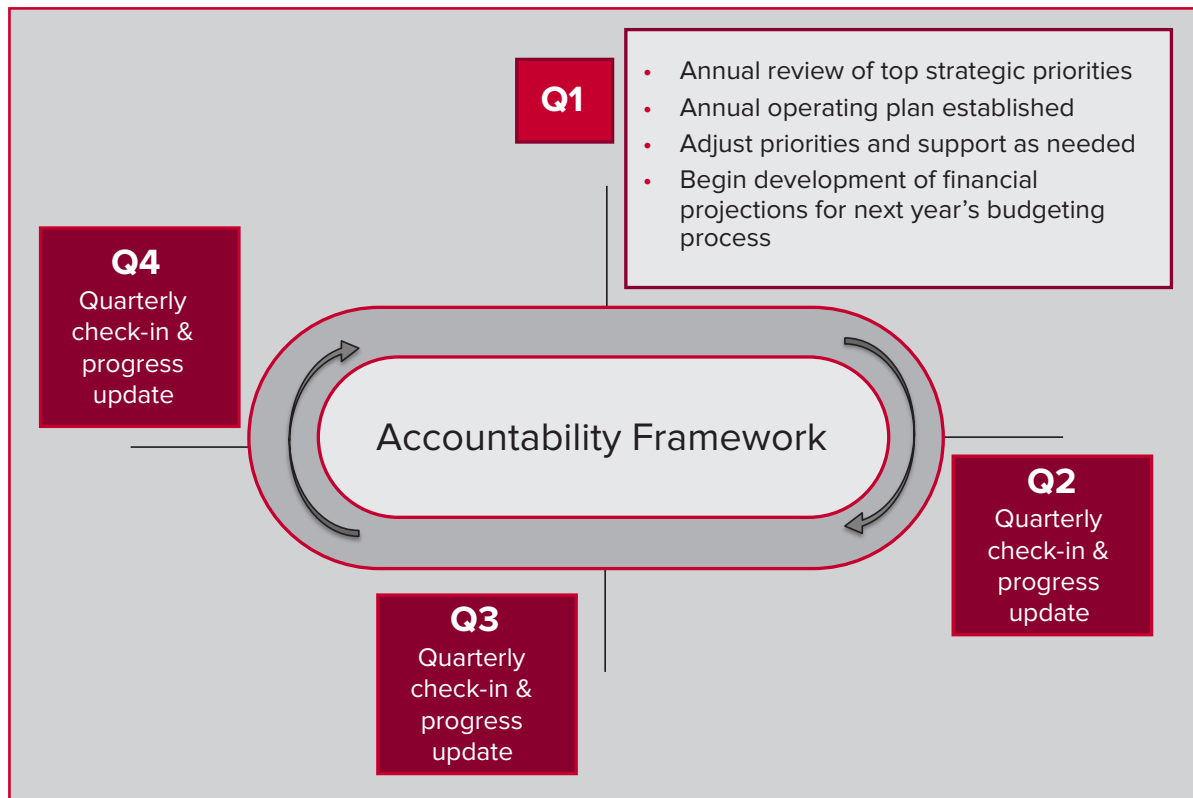


# Strategic Plan Implementation

Strategy is developed to help an organization adapt to its external environment and allocate resources efficiently and effectively so as to achieve its vision and goals. The implementation of the plan is where these choices are operationalized to improve the organization. The college will establish an annual operating plan based on the most pressing priorities within the strategic plan; these priorities will be connected to the annual budgeting process.

The college will instill an accountability framework to implement the “Be the Model” strategic plan. Executive sponsors will be responsible for implementing the plan within their goal area. Every quarter, the college will convene the executive sponsors and other key leaders to discuss the current state of implementation, any barriers, mitigation plans and where additional support is needed. A quarterly update will be provided to the college community.

The college’s enterprise scorecard will be a key communication vehicle. The scorecard will be updated quarterly and will be available to the college community as well as various external constituents. Metrics will be evaluated on an annual basis to ensure they reflect the current priorities of the college. Although efforts will be made to keep some of the metrics constant over the life of the plan, it is inevitable some will need to evolve to remain relevant. Performance scorecard metrics will help the college understand where the plan is being implemented successfully and where the college needs to rethink its tactics to help achieve the overall ambition.



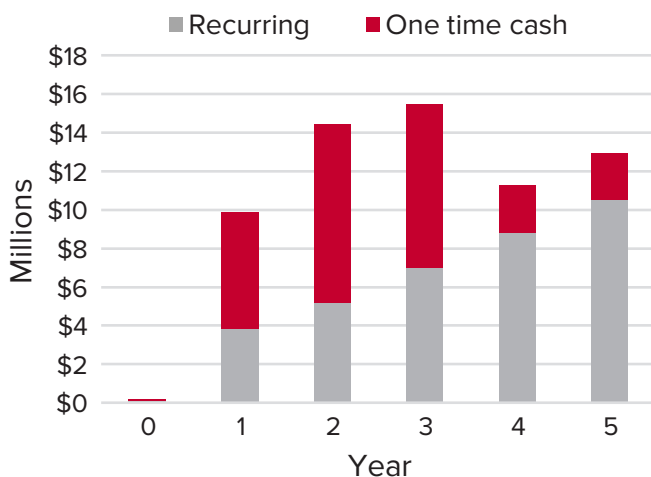


# Financial Plan

At its essence, strategy is about creating a framework to make hard choices. Every organization faces resource constraints and competing priorities. Development of a strategic plan is about choosing where to devote those resources. The college has developed an aspirational, inclusive and transformational strategic plan. The ambition of the college to “Be the Model” will require investment in the college’s mission areas to remain a preeminent institution of veterinary medicine and education, and be a leading college of veterinary medicine that others around the world seek to emulate in all mission areas and programs.

## Our ambitious five-year plan will require:

- ~\$10M in annual recurring funds
- ~\$29M in one-time cash
- A total of ~\$64M over the five years of the plan



## Year 0 and Year 1 investments

- Release of five approved faculty searches for Veterinary Biosciences
- New positions
  - 2 research intensive faculty
  - 1 teaching faculty
  - 1 instructional designer
  - 1 clinical research technician
  - 3 Veterinary Medical Center technicians
  - 1 communications/marketing position
  - 2 (1.75 FTE) Veterinary Information Services support staff (help desk/clinical and VetStar)
- 1 Shared Business Center position
- Mid-year faculty salary adjustments
- Mid-year staff salary adjustments
- Upgrade research space
- Electronic medical record implementation support
- Clinical education and Veterinary Medical Center workflow consultant
- Classroom and teaching space design consultant
- Acknowledging excellence awards
- Training, leadership and programming initiatives



# Closing Remarks

## Imagine.

Imagine a college where faculty and staff come because of the college's reputation but stay because they are appreciated, empowered and fulfilled; where students dream of their future, rather than dread their debt; where cutting-edge research generates transformational discoveries and cures in animal and human health.

Imagine a hospital with a reputation for providing the best care available, anywhere. A hospital that people count on to discover new treatments; train exceptional veterinarians, specialists and scientists; and provide hope for healing when it is needed most.

Imagine a college with the financial resources and agility to move quickly and seize opportunities; where mental and physical wellness are just as important as academic and professional success; and where compassionate care touches communities in need, here in central Ohio and around the globe.

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

The time is now for the Ohio State College of Veterinary Medicine to step forward and be the model comprehensive college of veterinary medicine in the world.

Because of each person in our college, we will **Be The Model**.

