

Strategic Plan, UW-Madison School of Veterinary Medicine (SVM), 2006

A. Executive Summary

Background and process

The previous strategic plan of the SVM, developed in 2002 was designed to be operative through 2006. The period of 2002-2006 witnessed major reductions in State funding for the UW–Madison and the SVM, with a likelihood of further budget reductions in the future. That period of time also coincided with the publishing of several reports from the National Academy of Sciences and other sources, emphasizing the need for additional veterinarians in a variety of fields including private practice, notably to support modern food systems, and in multiple public practice areas, such as laboratory animal medicine, academia, public health and food safety, and biomedical research. Despite severe budget reductions, the SVM has been an active partner in the development of such programs at the UW–Madison, including the Center for Global Health and the Masters of Public Health (MPH) degree program. The juxtaposition of so many important events over the past four years made the development of a new SVM strategic plan timely and important. The strategic plan described here is intended to be operative over the next 5-10 years, with regular progress review and updating throughout that period.

Strategic planning involved multiple joint meetings of the Administrative Advisory Committee (AAC), a committee including SVM deans and department chairs, the SVM Academic Planning Council (APC), a council including elected and appointed members of the SVM faculty and academic staff. The AAC and APC were augmented by several ad hoc committees, varyingly including faculty, staff, and students, convened to consider and provide input on specific priorities and goals.

Priorities within the strategic plan were selected based on their congruence with several key characteristics:

- Essential significance to our mission
- Importance
- Urgency
- Likelihood of successful outcomes
- Wise use of resources
- Availability of resources (existing as well as potential)

This executive summary is intended to outline our strategic plan, guide its implementation and be a vehicle for communication within the SVM and within/outside the UW–Madison.

Mission Statement, Vision Statement, and Fundamental Principles

Our Mission

The University of Wisconsin-Madison School of Veterinary Medicine is dedicated to providing excellent programs in veterinary medical education, research, and service that enhance the health and welfare of animals and people, respond to emerging health threats, and strengthen Wisconsin's economic vitality.

In pursuit of this mission, the School is achieving excellence by:

- being the foremost North American School of Veterinary Medicine in the quality of our professional, undergraduate, graduate, and postgraduate educational programs.
- establishing and enhancing outstanding research programs.
- being the national leader in educational, research, and outreach programs in dairy cattle health, management, and disease.
- establishing and maintaining supportive and complementary relationships with the public, the veterinary profession, agriculture, industry, and state, federal, and international agencies.
- fostering a climate of diversity and tolerance.

Our Vision

The University of Wisconsin School of Veterinary Medicine will create the future of veterinary medicine through unparalleled excellence in education, clinical service, and research for the benefit of animal and human health. This vision will be accomplished by expanding an entrepreneurial culture of pioneering leadership in selected and important research areas, and by incorporating contemporary research findings into veterinary student education and clinical practice. This environment will create the next generation of veterinary leadership by partnering with the University of Wisconsin's world-class basic science and medical community.

Our Fundamental Principles

- Perform pioneering, translational research that has broad and significant benefit for animals and humans.
- Form interdisciplinary research groups that leverage the resources of the University of Wisconsin community.
- Create an environment that uniquely integrates research, clinical practice, and education.
- Create, foster, and grow an entrepreneurial culture that continually positions the School as the leader in veterinary medicine.
- Identify and address the critical issues facing veterinary medicine while preparing the recognized leaders of the future.

Our Branding Statement

Advancing animal and human health with science and compassion

Adopted January 5, 1994, revised November 2002, reaffirmed 2006

Strategic Priorities

Our strategic planning process identified 5 strategic priorities for the UW SVM for the next 5-10 years. These priorities are considered essential for achieving success in our mission and realizing our vision and are consistent with our fundamental principles. The SVM is fortunate to be part of a world-class research university, and our strategic plan and priorities have been developed not only to advance the SVM, but to support and advance the strategic plan and priorities of the University of Wisconsin–Madison.

Our strategic priorities:

- 1. Retain and recruit high caliber faculty; strengthen our research programs**
- 2. Design a flexible professional curriculum that prepares students for a diversity of careers and professional opportunities**
- 3. Position the Veterinary Medical Teaching Hospital to excel in a changing environment**
- 4. Strengthen and expand local, regional, national, and international linkages**
- 5. Create and maintain a positive and effective SVM working environment**

Goals supporting each priority, in order of significance:

Strategic Priority 1: Retain and Recruit High Caliber Faculty; Strengthen Our Research Programs

The success of the SVM is fundamentally linked to three specific issues: (1) recruitment and retention of the most talented clinical and basic science faculty and staff, (2) creation and maintenance of a supportive infrastructure for research, and (3) adequate research funding. These issues must be addressed collectively since they are so highly inter-dependent.

Goals:

- Provide adequate infrastructure to support research activities at the highest level by increasing funding for start-up and retention packages, bridge funding to sustain programs during periods of grant or program renewal, and support staff to enable pre-award preparation of program project or training grants.
- Establish an advisory PI Committee to provide input on issues related to extramurally supported research programs at the SVM.
- Provide competitive salaries for faculty, exploring such possibilities as conversion of some faculty from an A to a C base appointment and the establishment of a practice plan for faculty with clinical responsibilities.
- Ensure that a supportive and enabling environment is established and preserved for faculty and staff.

Strategic Priority 2:

Design a Flexible Professional Curriculum that Prepares Students for a Diversity of Careers and Professional Opportunities

The School seeks to create a flexible professional curriculum that allows and encourages students to explore a wide array of career options within the veterinary profession of the future. To support the curriculum and our educational mission, the excellence of our teaching will be enhanced, scholarship in teaching will be promoted, and academic careers will be encouraged through provision of development in teaching to faculty, staff, and trainees.

Goals:

- Develop and implement a process to define a core curriculum and investigate alternative approaches to achieve curricular flexibility and enhance curricular quality across the curriculum, including such areas as large animal disciplines.
- Provide administrative support for curriculum review and management.
- Contingent on the availability of resources, implement the combined DVM/PhD program.
- Provide opportunities for training in teaching and in the exploration of new teaching modalities for faculty, instructional staff, and trainees.
- Develop and implement a process for curricular sharing with other schools/colleges of veterinary medicine.

Strategic Priority 3:

Position the Veterinary Medical Teaching Hospital to Excel in a Changing Environment

The growth of private clinical specialty practices has seriously undermined the ability of academic veterinary medical teaching hospitals to recruit and retain academic clinicians and has increased the competition for clinical cases essential for teaching and clinical research. These events have had a negative impact on the provision of clinical services and the training of both veterinary students and residents, especially evident in some specialty disciplines.

Goals:

- Maintain the appropriate breadth and depth of academic clinicians in the veterinary specialties necessary to train veterinary students and residents.
- Address the competing demands of teaching, clinical and public service, clinical research, outreach, and fiscal performance expected of the UW School of Veterinary Medicine.
- Train future academic clinicians through residency programs and/or graduate training.
- Maintain and develop the infrastructure required to successfully attract and retain academic clinicians and to provide the outstanding clinical service and teaching necessary for success at the UW SVM.
- Adapt to the inevitable increase in growth of private clinical specialty practices in Madison and in Wisconsin.

**Strategic Priority 4:
Strengthen and Expand Local, Regional, National, and International Linkages**

The SVM will enhance the success of its missions by strengthening existing relationships and developing new linkages with other institutions and programs locally, nationally, and internationally.

Goals:

- Facilitate student involvement in DVM/MPH, Global Health, DVM/PhD, and certificate/capstone programs.
- Expand awareness of SVM programs and enhance research, teaching, and clinical collaborations on campus and with other organizations and institutions.
- Establish the SVM Undergraduate Education Committee to assess and make recommendations on undergraduate education needs and priorities of the SVM and campus.
- Facilitate clinical research training opportunities across campus for our students, graduate students, and residents, while providing concomitant opportunities within our programs for students from other units and institutions.
- Contingent on the availability of resources, support and lead the development of a UW–Madison laboratory animal medicine residency training program.

**Strategic Priority 5:
Create and Maintain a Positive and Effective SVM Working Environment**

Since its founding, the SVM has experienced sustained growth and a large measure of success. Continued success will require a creative approach to increasing and leveraging resources, including funds, personnel, space, and equipment, and improvement in the working environment. The foundation for a supportive working environment is solid, and careful attention to how we work together and to quality of life issues will enhance our satisfaction and productivity.

Goals:

- Enhance and improve leadership and decision-making processes to provide inclusive and informed input, to clearly articulate and disseminate decisions, and to consistently articulate the School's vision.
- Enhance horizontal and vertical communication networks, including processes for obtaining substantive feedback, and clearly communicate expectations and responsibilities.
- Support the SVM teaching, clinical service, and research missions of the SVM with resources and with high regard for all personnel and their roles, equitable distribution of resources, and attention to quality of life issues.

Implementing and Monitoring the Strategic Plan

For our strategic plan to be effective, processes will be identified for its implementation and monitoring. The SVM Academic Planning Council (APC) and Administrative Advisory Committee (AAC) will play key roles in regularly reviewing the progress of each of the strategic plan priorities and updating the strategic plan. An annual synopsis of the progress of each priority and goal of the strategic plan will be prepared for discussion and presentation to the AAC, APC, and to SVM faculty, staff, residents, and students.

Our strategic plan in perspective

A useful strategic plan must necessarily stretch the limits of what is possible, and we recognize that achieving all of our priorities presents a formidable challenge. Our strategic plan was not developed in anticipation of a windfall of new resources, but to position ourselves to be successful and entrepreneurial in the creation of additional resources and in the effective use of existing resources. However, resources are a necessary means to attaining our mission and vision, rather than goals for their own sake. With the talent and commitment of our faculty, staff, and students, we are optimistic in our ability to succeed in meeting the high goals that we and the UW-Madison hold for ourselves, while also meeting the needs and expectations of the public.

B. Introduction

- **Initiation of the 2006 strategic planning process:** The previous strategic plan of the SVM was developed and implemented in 2002, intended to be operative to 2006. The period of 2002-2006 coincided with major reductions in state funding for the UW-Madison and for the SVM, with the continuing potential for further budget reductions in the near future. Recent years have also seen multiple National Academy of Sciences reports emphasizing the need for additional veterinarians in such fields as laboratory animal medicine, public health and food safety, biomedical research, and in a variety of other *public practice* roles. Other reports have similarly indicated a continuing need for more veterinarians to be engaged in modern food systems, including but not limited to contemporary food animal practice. Further, the SVM has been a partner in the creation of such programs as the Center for Global Health and the MPH degree program. These events, along with many others too numerous to name, made the development of a new strategic plan both timely and of special importance to the SVM.
- **The strategic planning process:** The planning process was initiated with a joint meeting of the Administrative Advisory Committee (AAC) and the Academic Planning Council (APC). These committees, traditionally at the core of previous strategic plan development, agreed that the previously developed SVM Mission Statement, Vision Statement, and Strategic Priorities continued to be appropriate and relevant. Consequently, the 2006 strategic planning process was developed within that framework, and with the facilitation and participation of Daniel Stone of Whole Systems Consulting. The AAC and APC were provided backgrounds materials such as the SVM 2002 Strategic Plan, the UW-Madison strategic plan and current priority goals, and the AVMA Council on Education's Standards of an Accredited School of Veterinary Medicine.

The strategic planning process began with a full-day session on February 27, jointly involving the AAC and APC. That session resulted in the identification of nine general topics, each to be further developed by individual working group, each typically co-chaired by a member of the AAC and the APC (composition of all working groups included in Appendix I). A conference call on March 14 focused on progress within the working groups and on the use of scenarios planning as a tool to aid the process. A second full planning session was held on June 26, with prioritization of the multiple action steps proposed by the working groups. Several subsequent sessions were held to further prioritize and edit the action plans and to evolve the final document.

Mark Markel, Gordon Mitchell, and Karen Young were asked to translate the prioritized action steps of June 26 to a working draft of a strategic plan document that was used for subsequent prioritization and editing. Subsequently, Daryl Buss, Mark Markel, and Karen Young provided further editing to reflect input from the later strategic planning sessions and to edit the plan into a final form for implementation and communication.

- **Key criteria used to set priorities:**

Essential to our mission
Importance
Urgency
Likelihood of successful outcomes
Good use of resources
Availability of resources (existing, potential)

- **Uses of this document:**

- Guide implementation of plan
- Communicate to key stakeholders within the SVM and within and outside the UW-Madison to get their engagement and support
- Provide basis for regular and periodic review and adjustment

C. Mission Statement, Vision Statement, and Fundamental Principles

Mission Statement

The University of Wisconsin-Madison School of Veterinary Medicine is dedicated to providing excellent programs in veterinary medical education, research, and service that enhance the health and welfare of animals and people, respond to emerging health threats, and strengthen Wisconsin's economic vitality.

In pursuit of this mission, the School is achieving excellence by:

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- being the national leader in educational, research, and outreach programs in dairy cattle health, management, and disease.
- establishing and maintaining supportive and complementary relationships with the public, the veterinary profession, agriculture, industry, and state, federal, and international agencies.
- fostering a climate of diversity and tolerance.

Vision Statement

The University of Wisconsin School of Veterinary Medicine will create the future of veterinary medicine through unparalleled excellence in education, clinical service, and research for the benefit of animal and human health. This vision will be accomplished by expanding an entrepreneurial culture of pioneering leadership in selected and important research areas, and by incorporating contemporary research findings into veterinary student education and clinical practice. This environment will create the next generation of veterinary leadership by partnering with the University of Wisconsin's world-class basic science and medical community.

Fundamental Principles:

- Perform pioneering, translational research that has broad and significant benefit for animals and humans.
- Form interdisciplinary research groups that leverage the resources of the University of Wisconsin community.
- Create an environment that uniquely integrates research, clinical practice, and education.
- Create, foster, and grow an entrepreneurial culture that continually positions the School as the leader in veterinary medicine.
- Identify and address the critical issues facing veterinary medicine while preparing the recognized leaders of the future.

Branding Statement

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D. Strategic Priorities:

The process outlined above identified 5 strategic priorities for the UW School of Veterinary Medicine in the coming 5-10 year time frame.

1. Retain and recruit high caliber faculty and strengthen research program.
2. Design a flexible professional curriculum that prepares students for a diversity of careers and professional opportunities.
3. Position the Veterinary Medical Teaching Hospital to excel in a changing environment.
4. Strengthen and expand linkages locally, regionally, nationally, and internationally.
5. Create and maintain a positive and effective working environment School-wide.

Strategic Priority 1: Retain and Recruit High Caliber Faculty; Strengthen Research Programs

The success of the SVM is fundamentally linked to three specific issues: (1) recruitment and retention of the most talented clinical and basic science faculty and staff, (2) creation and maintenance of a supportive infrastructure for research, and (3) adequate research funding. These issues must be addressed collectively since they are so highly inter-dependent.

Goals:

- Provide adequate infrastructure to support research activities at the highest level by increasing funding for start-up and retention packages, bridge funding to sustain programs during periods of grant or program renewal, and support staff to enable pre-award preparation of program project or training grants.
- Establish an advisory PI Committee to provide input on issues related to extramurally supported research programs at the SVM.
- Provide competitive salaries for all faculty.
- Ensure that a supportive and enabling environment is established and preserved for all faculty and staff.

WHAT WILL BE DONE (Major Actions)	WHO WILL BE RESPONSIBLE (Lead, others)	BY WHEN WILL IT OCCUR	WHAT RESOURCES WILL BE REQUIRED
Continued advocacy for increased state funding for faculty salaries and other school programs	Dean	Ongoing	Dean's time
Hold a faculty forum of interested faculty, especially PIs, to define formation and operation of the PI committee	G. Mitchell, T. Yoshino and Associate Dean for Research and Graduate Education	Spring 2007	Faculty time
Increase funding available for start up and retention packages	Dean, Associate Dean for Research and Graduate Education	1/2007	New sources of revenue are needed.

Achieve Salary Competitiveness			
Conversion of appropriate faculty from an A to a C based appointment with simultaneous salary base adjustment	Dean, Department Chairs	1/2007	Administrative time
Explore funding mechanism for practice plan and/or SVM-sponsored consulting to augment the salaries of clinically active faculty (see Strategic Priority 3)	Dean, Associate Dean for Clinical Affairs, Hospital Administrator, AAC	12/2007	New source of revenue to fund the practice plan. Administrative time and faculty support
Program Project and Training Grants			
Provide additional staff to enable pre-award preparation of program project or training grants	Dean, Associate Dean for Research and Graduate Education, Business Services	Begin 1/2007	New or reallocated funding , expectation that program will be self-supporting
Increase the number of training grants administered through the SVM	Faculty		
Develop program grants in areas of research excellence, administered within the SVM	Faculty		
			Faculty time, staff support
			Faculty time, staff support

Success will be measured by meeting these goals in the following time frames:

December 2007 (1 year)

1. Staff member has been identified to enable preparation of program project and/or training grant proposals.
2. P.I. committee is in place.
3. Rational plan for conversion from A to C base (with base adjustment) is in place and under implementation.
4. A plan to enhance salaries for clinically active faculty has been formulated.
5. Plan is in place to increase start-up and retention packages.

December 2009 (3 year)

1. Faculty salaries will have increased by an average of at least 5% annually for a total increase of approx. 20-25% since July 1, 2006.
2. At least one new program project grant has been funded.
3. At least one new training grant has been funded.
4. New faculty have been successfully recruited and outstanding faculty retained with increased funding for start-up and retention packages.

December 2011 (5 year)

1. All goals in the first three years continue.
2. Faculty salaries will have increased by an average of at least 5% annually for a total increase of approx. 40-45% since July 1, 2006.
3. Multiple program project grants have been funded.
4. Multiple training grants have been funded.
5. Overall funding from extramural grants continues to increase from year 3.
6. Our success in faculty recruitment is high.
7. Our success in faculty retention is high.

December 2016 (10 year)

1. Faculty salaries will have increased by an average of at least 5% annually for a total increase of approx. 80-90% since July 1, 2006.
2. All goals for the first five years continue.
3. We have a new building including additional and updated research laboratory space and facilities to house research animals.
4. Survey data indicate that the UW School of Veterinary Medicine is regarded as unsurpassed with respect to its research program.

Strategic Priority 2: Design a Flexible Professional Curriculum that Prepares Students for a Diversity of Careers and Professional Opportunities

To ensure the quality of the DVM program and to address the changing needs of the profession, the SVM must create an environment that encourages and supports flexibility and creativity in how we teach and what we teach. Ongoing concerns of the SVM curriculum include a perceived mismatch of the curriculum with the needs of students, including a greater need for research skills, and the perception that the orientation of our current curriculum limits the ability of our students to respond to careers other than clinical practice.

The School's vision is to create a professional curriculum that will allow and encourage students to explore new career options within the veterinary profession of the future. The educational experience of students who will focus on areas like research, public health, and modern food animal medicine must be enhanced, while maintaining the excellence of the SVM's traditional DVM program. Likewise, the excellence of our teaching will be enhanced, scholarship in teaching will be promoted, and academic careers will be encouraged through professional development of teaching skills of faculty, staff, and trainees.

Goals:

- Develop and implement a process to define a core curriculum and investigate alternative approaches, such as a core/elective curriculum, multiple curricula serving different career paths (tracking), and incorporation of real-world experiences, research training, and involvement in certificate/capstone programs.
- Provide administrative support for curriculum in the form of a Curriculum Coordinator, working under the auspices of the Associate Dean for Academic Affairs. Curricular review and potential changes must be promoted by the Dean, planned by the Curriculum Committee and the Departments, and managed by the Curriculum Coordinator.
- Enhance the curriculum for food animal disciplines.
- Contingent on available resources, implement the combined DVM/PhD program.
- Provide opportunities for substantive training in teaching to new faculty, instructional staff, and trainees (post-doctoral fellows, graduate students, and clinical residents) to encourage careers in academia. Explore new teaching modalities for all faculty, instructional staff, and trainees. Teaching is a scholarly activity that is a central part of the School.
- Develop and implement a process for institutional curricular sharing with other schools/colleges of veterinary medicine to expand the SVM curricular offerings and conserve resources.

WHAT WILL BE DONE (Major Actions)	WHO WILL BE RESPONSIBLE (Lead, others)	BY WHEN WILL IT OCCUR	WHAT RESOURCES WILL BE REQUIRED
Identify a Curriculum Coordinator who, working under the auspices of the Associate Dean for Academic Affairs, provides management support for the curriculum (eg, by assisting faculty in curriculum review/revision and in teaching development and by linking to other SVMs in the area of curriculum).	APC, OAA, Curriculum Committee	7/2007	Reallocation or new money
<p>Curriculum Review and Revision:</p> <ul style="list-style-type: none"> • Develop a comprehensive system for outcomes assessment. • Implement a detailed review of course content to reexamine core and create new curricular opportunities. It is essential to develop a process to define core and implement changes across the curriculum, including year 4. • Significantly revise/reduce current curriculum to permit incorporation of new offerings or opportunities. • Expose students to career options throughout all 4 years of the curriculum in planned and purposeful ways, mentor students indicating an interest in “non-traditional” veterinary medicine, and explore real-world opportunities for students, for example, in industry and especially in food animal medicine. 	Curriculum Committee supported by Curriculum Coordinator and Associate Dean for Academic Affairs. Consult end-users (producer groups, individuals/organizations that hire veterinarians)	7/2008	Faculty time, reallocation of existing resources or new money
Identify extramural funding for the combined DVM/PhD program.	Dean, Associate Dean for Research and Graduate Training, Associate Dean for Advancement, designated faculty	2009	Tuition and stipend per student x 8 years

Support faculty, staff, graduate students, postdoctoral trainees, and residents in teaching. Utilize campus resources and implement in-house teaching seminars.	Dean, Departments, Teaching Resource Group Curriculum Coordinator and Associate Dean for Research and Graduate Training	Ongoing Begin 1/2007	Faculty/staff/trainees (new/existing) given time to attend seminars to develop new methods. Departmental and faculty support
Enhance the curriculum in food animal medicine and surgery by forming a task force, composed of both large and small animal clinicians and staff, to define important issues, review the ambulatory program, and generate an action plan.	The Dean with input from DMS, DSS, and PBS appoints task force, Associate Dean for Academic Affairs	1/2008	Faculty and staff time

Success will be measured by meeting these goals in the following time frames:

December 2007 (1 year)

1. Curriculum coordinator is in place.
2. Processes for curriculum review and revision, including outcomes assessment, are identified.
3. Associate Dean for Academic Affairs has identified mechanisms for exposing students to a wide breadth of careers across the curriculum.
4. Students with non-traditional career interests (defined for the purposes of this document as careers other than clinical practice) have been identified in all 4 years of the curriculum, and a process for providing them with individualized effective mentoring has been identified.
5. Appropriate faculty/instructional staff/postgraduate trainees (including graduate students and residents) are self-identified or are identified by departments and meet with Teaching Resource Group to discuss opportunities for training/retooling in instructional methods, course management, assessment, and other aspects of teaching. Associate Dean for Research and Graduate Training and the Academic Committee of the CBS graduate program have developed and present a plan for providing more formal and substantive training in teaching to graduate students.
6. One teaching seminar per semester has been presented at the SVM.
7. The Large Animal Curriculum Task Force has completed action plan.

December 2009 (3 year)

1. Curriculum review with core defined is completed in 2008/09. Process for implementing curricular change has been identified and is being implemented.

2. New course offerings and real-world opportunities have been developed and/or identified.
3. A process for collaboration with other SVMs on curriculum, including sharing courses and curricular resources, has been defined.
4. Funds have been identified to support students with non-traditional career interests, and scholarships have been distributed to 5 or more of these students.
5. Sources for funding the DVM/PhD program have been identified and are being pursued actively.
6. New faculty/instructional staff /postgraduate trainees and some experienced faculty have participated in teaching development programs and workshops. Based on student and peer evaluations, the quality of instruction delivered by new faculty/staff is high. Graduate students are receiving more formal and substantive training in teaching.
7. A survey indicates that >25% of graduate students intend to pursue or have obtained positions in academic institutions.
8. One teaching seminar each semester continues to be presented at the SVM.
9. The Large Animal Curriculum Task Force action plan has been implemented.

December 2011 (5 year)

1. A revised curriculum is in place, serving the needs of the profession and of students with diverse career interests.
2. Real world experiences have contributed to the confidence of students entering careers in food animal medicine, and livestock producers and large animal practices express satisfaction with the quantity and quality of students pursuing careers in those areas.
3. Curricular collaboration with other SVMs is well established.
4. The DVM/PhD program has secured funding, and 4 students have entered the program.
5. New faculty/instructional staff/postgraduate trainees and some experienced faculty continue to participate in teaching development programs and workshops. Based on student and peer evaluations, the quality of instruction delivered by new faculty/staff continues to be high. The percentage of graduate students pursuing academic careers has increase to >40%.
6. One teaching seminar each semester continues to be presented at the SVM.
7. An effective large animal curriculum is in place.

December 2016 (10 year)

1. Survey data indicate that a higher percentage of graduates have pursued nontraditional careers, including academic/research careers and careers in industry, government, and public health.
2. The DVM/PhD program is well established, and the first graduates have acquired faculty positions at academic institutions.
3. Faculty and postgraduate trainees report confidence in their abilities to teach and manage courses.

Strategic Priority 3: Position the Veterinary Medical Teaching Hospital to Excel in a Changing Environment

The growth of specialty clinical practices in North America has undermined the ability of veterinary medical teaching hospitals to recruit and retain academic clinicians to staff these hospitals and has increased the competition for cases when these practices are in proximity to the college, with a resultant negative impact on the provision of clinical services and the training of both veterinary students and residents in some specialty areas.

Goals:

- Maintain the appropriate breadth and depth of academic clinicians in the veterinary specialties necessary to train veterinary students and residents.
- Address the competing demands of teaching, clinical and public service, research, outreach activities, and fiscal performance expected of the UW School of Veterinary Medicine.
- Increase clinical research and orient educational and residency/graduate programs towards training future academic clinicians.
- Maintain and develop the necessary infrastructure required to successfully attract academic clinicians and to provide the outstanding clinical service and teaching necessary for success at the UW School of Veterinary Medicine.
- Adapt to the inevitable increase in growth of specialty clinical practices in the greater Madison area and Wisconsin.

WHAT WILL BE DONE (Major actions)	WHO WILL BE RESPONSIBLE (Lead, others)	BY WHEN WILL IT OCCUR	WHAT RESOURCES WILL BE REQUIRED
Develop a specific vision/mission statement and strategic plan for the VMTH with broad input so that: a) goals and priorities of the VMTH with regard to teaching, clinical research, client services, and fiscal performance are clear and b) there is high and equal regard for all clinical disciplines, building on discussions initiated by the ad hoc Committee on Clinical Program Challenges at UW-Madison (see Appendix II)	Associate Dean for Clinical Affairs, VMTH representatives (section faculty, technicians, supervisors, residents, students), personnel from the small and large animal clinics work together on the plan.	1/2007	All-VMTH forum

Enhance clinical faculty salaries:			
1. Review of 101 funding level by UW-Madison	Dean, Provost, Vice Chancellor for Administration	Ongoing	None
2. Explore funding mechanism for practice plan and/or SVM sponsored consulting to augment the salaries of clinically active faculty	Dean, Associate Dean for Clinical Affairs, Hospital Administrator, AAC	12/2007	New source of revenue to fund practice plan. Administrative time and faculty support
Explore creating an Emergency and Critical Care Unit staffed by at least 2 ACVECC specialists	Dean, Associate Dean for Clinical Affairs, AAC	Initiate planning by 12/2007	\$250,000 annual costs, partially funded by VMTH revenues
Create a limited number of partnerships with private practice entities to enhance student training, collaboration with other specialists and practitioners in the state, and possibly increase the revenue stream to VMTH faculty	Dean, Associate Dean for Clinical Affairs, Associate Dean for Advancement, Department Chair(s) appropriate for targeted specialties	First partnership by 12/2007	None
Invigorate clinical research by: <ul style="list-style-type: none"> • creating a clinical research center • increasing opportunities for clinical research training for residents 	Dean, Associate Dean for Clinical Affairs, Associate Dean for Research and Graduate Education	Begin 1/2007, ongoing	Faculty time

Success will be measured by meeting these goals in the following time frames:

December 2007 (1 year)

1. The VMTH strategic plan (including vision/mission statements) has been developed by VMTH administration, faculty, staff, residents, and students, including exploration of emergency and critical care unit staffed by ACVECC faculty.
2. Clinical faculty salaries will have increased by greater than the CPI through a combination of 101 increases and salary from VMTH revenue.

3. Opportunities for a clinical practice plan will have been explored, with sufficient information for a decision.
4. One or more private practice partnerships will have been established.
5. The volume and monetary support for clinical research in the VMTH will increase.

December 2009 (3 year)

1. The VMTH strategic plan is being implemented, and the large and small animal clinics both support strong instructional programs at the DVM student and resident levels, excellent clinical service, and outstanding clinical research programs.
2. Clinical faculty salaries will have increased by an average of at least 5% annually for a total increase of approx. 20-25% since July 1, 2006.
3. Continued exploration of private practice partnerships to support the clinical and educational needs of the SVM.
4. The UW VMTH will be better known as a resource for clinical research in veterinary medicine.

December 2011 (5 year)

1. The VMTH strategic plan will be completely implemented and a new strategic planning process begun to identify new strategic priorities facing the VMTH.
2. If approved in concept, the emergency and critical care unit will be self-supporting, staffed by at least 1 board-certified ACVECC faculty person, and a central resource for the small animal hospital.
3. Clinical faculty salaries will have increased by an average of at least 5% annually for a total increase of approx. 40-45% since July 1, 2006.
4. Continued exploration of private practice partnerships to support the clinical and educational needs of the SVM.
5. A clinical research center with its associated Director will be established enhancing the VMTH's leadership in clinical research.

December 2016 (10 year)

1. Clinical faculty salaries will have increased by an average of at least 5% annually for a total increase of approx. 80-90% since July 1, 2006.
2. If approved in concept, an emergency and critical care unit will be successfully running staffed by 2 board-certified ACVECC faculty accompanied by an active residency training program.
3. Continued exploration of private practice partnerships to support the clinical and educational needs of the SVM.
4. The UW VMTH and its Clinical Research Center will be viewed as the nation's leader in clinical research.

Strategic Priority 4: Strengthen and Expand Linkages Locally, Regionally, Nationally, and Internationally

The SVM will enhance the success of its missions on the UW-Madison campus and within the profession overall by strengthening existing relationships and developing new linkages with other institutions or programs locally, nationally, and internationally. These expanded linkages are focused on how best to train students for the changing world of veterinary medicine and its relationships with the public and global health communities. Successful implementation of these recommendations will position the UW School of Veterinary Medicine to be recognized locally, nationally, and internationally as a visionary leader in veterinary medical education for the 21st century.

Goals:

- Facilitate student involvement in DVM/MPH, Global Health Program, DVM/PhD, and certificate/capstone programs.
- Expand awareness of SVM programs and enhance collaborations, including research, teaching, and clinical, among campus units and with other organizations and institutions.
- Establish the SVM Undergraduate Education Committee to assess and make recommendations on needs and priorities of the SVM and of campus related to undergraduate education.
- Facilitate clinical research training opportunities across campus for our students, graduate students, and residents, while also providing opportunities within our programs for students from other units and institutions.
- Contingent on the availability of resources, support and lead the development of a UW-Madison laboratory animal medicine residency training program.

WHAT WILL BE DONE (Major actions)	WHO WILL BE RESPONSIBLE (Lead, others)	BY WHEN WILL IT OCCUR	WHAT RESOURCES WILL BE REQUIRED
Linkages across the UW-Madison Campus			
Establish the SVM undergraduate curriculum committee to assess and make recommendations on needs and priorities related to undergraduate education (see Appendix for Committees charge)	Dean, Associate Dean for Academic Affairs	Spring, 2007	None

Development of a combined DVM/MPH program	Associate Dean for Academic Affairs Office for Advancement/ UW Fdn	1/2007	New financial resources not required for implementation Efforts to secure endowment funding for scholarships should continue
Facilitation of DVM student involvement in the new Certificate in Global Health Program	Associate Dean for Academic Affairs	Ongoing	New financial resources not required for implementation
Development of SVM-based certificate/capstone programs (Note: increased involvement of our DVM students in certificate programs would be greatly facilitated by increased flexibility within our own DVM curriculum)	Associate Dean for Academic Affairs/ Curriculum Coordinator	12/2009	Faculty and personnel time to develop, CE personnel support for asynchronous distance delivery, some financial support for implementation
Implementation of a formal combined DVM/PhD training program	Associate Dean for Research and Graduate Training	12/2009	Approx. \$50,000/student/year . Will require federal and/or significant industry funding
Link with School of Medicine and Public Health and campus programs to enhance clinical research training opportunities	Currently Dale Bjorling for the duration of relevant task force Subsequent lead individual to be named	Begin 1/2007	Leadership and financial resources (NIH, Industry) and coordinated development efforts across all the involved programs will be needed.
Promote linkages with other Schools of Veterinary Medicine			
Promote within the CIC the concept of a “centers of emphasis” approach in which individual institutions would take a lead in developing certain courses and/or specialty clinical care areas and share expertise and training opportunities with students across CIC institutions.	Dean, Associate Dean for Clinical Affairs, Director of Center for Teaching for Learning, Curriculum Coordinator	Begin 1/2007	Administrative support and faculty/staff reward system for implementing courses or programs
Develop formal relationships with veterinary private practices			

Create a limited number of 501.c.3 partnerships with private practice entities to enhance student training, collaboration with other specialists and practitioners in the state, and possibly increase the revenue stream to VMTH faculty	Dean, Associate Dean for Clinical Affairs, Associate Dean for Advancement, Department Chair(s) appropriate for targeted specialties	First 501.c.3 by 12/2007	None
Linkages with governmental institutions, industry, and/or multi-partner linkages			
Contingent on the availability of new resources, support and lead the development of a UW-Madison laboratory animal medicine residency training program, with the involvement of industry partners locally, nationally and internationally	SVM point person for program development efforts (with administrative personnel support)	12/2009	A new Director of RARC and campus buy-in should be in place before launching such an initiative. Significant financial support will be needed to establish & operate the program.

Success will be measured by meeting the goals in the following time frames:

December 2007 (1 year)

1. SVM undergraduate education committee organized and active.
2. Development of a combined DVM/MPH program: Completion of the approval process by the end of the Fall '06 semester; continued donor commitments for scholarship support
3. Facilitation of DVM student involvement in the new Certificate in Global Health Program: # of DVM students enrolled in and completing the certificate; State/national recognition of the involvement of our DVM students
4. One 501.c.3 will have been created in support of the SVM.
5. One or more private practice partnerships will have been established.

December 2009 (3 year)

1. Development of SVM-based certificate/capstone programs: # of DVM students enrolled in and completing the certificate; State/national recognition of the involvement of our DVM students
2. Implementation of a formal combined DVM/PhD training program: Securing funding, implementation of the program and matriculation of students, graduation of combined degree students
3. Development of a laboratory animal medicine residency training program at the UW-Madison, with the SVM as the lead institution and involvement of Covance or other industry partners locally, nationally and internationally: Implementation; # and quality of applicants, matriculation rate of selected trainees, completion rate; State/national recognition of the program; we assume there would also be a program accreditation process.
4. Implementation of cross-CIC training opportunities with at least 2 programs implemented by the UW School of Veterinary Medicine, DVM student acceptance of the process, national recognition of the CIC for successful and creative implementation of such programming

December 2011 (5 year)

1. Development of a clinical research training opportunity for residents in the SVM/VMTH: Implementation with funding, matriculation of trainees and their completion of the program, State/national recognition of the program
2. Development of at least 4 cross-CIC educational programs within the SVM since 2006
3. Continued progress in each item above

Strategic Priority 5: Create and Maintain a Positive and Effective Working Environment School-Wide

Since its founding 25 years ago, the SVM has experienced sustained growth and a large measure of success. The working environment is generally viewed as positive, as evidenced by faculty and staff who are productive, collegial, enthusiastic about their work, and supportive of all the School's missions. Clinical and basic science faculty have strong interactions, and the VMTH houses a thriving clinical practice in support of student and resident training. Continued success will require both increased resources, including funds, personnel, space, and equipment, and improvement in the working environment. The latter arises from visionary leadership, transparent and inclusive decision-making processes, and effective communication. Currently, faculty and staff in both basic science and clinical programs feel disenfranchised to some extent. VMTH clinicians and staff have expressed concern that decreasing budget and other factors have led to increasing emphasis on the number of cases seen, revenue generation, and satisfying referring veterinarians and are apprehensive about the impact of these priorities on maintenance of an effective environment for teaching students and residents and conducting clinical research. The foundation for a supportive working environment is solid, and more careful attention to how we work together and to quality of life issues will enhance the satisfaction and productivity of the School community.

Goals:

- Enhance leadership and improve decision-making processes so that the School's vision is clear and decisions are made with inclusive and informed input and are clearly articulated and disseminated.
- Establish effective horizontal and vertical communication networks, including processes for obtaining substantive feedback, and clearly communicate expectations and responsibilities.
- Support the primary missions of the SVM (teaching, outreach, clinical service, and research) with adequate resources and high regard for all personnel, their roles, and quality of life.

WHAT WILL BE DONE (Major actions)	WHO WILL BE RESPONSIBLE (Lead, others)	BY WHEN WILL IT OCCUR	WHAT RESOURCES WILL BE REQUIRED
Implement effective decision-making processes			
1) Obtain input from stakeholders, including academic and classified staff, and trainees/students when appropriate; seek input from those with relevant expertise; communicate final decisions to all parties.	Administration (School, Departments, VMTH), Chairs of committees and task forces	1/2007	No new financial or personnel resources required
2) Re-evaluate committees, task forces, working groups, etc. for need as well as for composition, encouraging broad representation as appropriate, beyond a strictly departmental or faculty basis.	APC	Begin 1/2007	No new financial or personnel resources required
3) Invest in leadership and management skills training for faculty, staff, and students in managerial positions.	Associate Deans Department Chairs	Begin 1/2007	Utilize campus and other resources.
Provide clear budget information			
Provide clear budget information annually to unit faculty and staff to enable prioritizing and planning and to enhance understanding of fund expenditures, budget processes, and constraints.	Dean, Associate Dean for Administration, Department Chairs, Associate Dean for Clinical Affairs	7/2007	No new financial or personnel resources required
Enhance internal communication in the SVM			
1) Enhance communication between Administration and Departments: The Dean will attend a meeting of each department annually for mutual exchange of ideas regarding the state of the Department and the School.	Dean and Department Chairs Departmental members	Begin 1/2007	No new financial or personnel resources required

<p>2) Enhance communication between Departments: Establish smooth interdepartmental communication, enhancing cross-communication among chairs, faculty, departmental administrators (Assistants to the Chair), and others. Examples might include:</p> <ul style="list-style-type: none"> ● periodic joint department meetings ● periodic meetings of the chairs ● periodic meetings of departmental administrators to discuss common issues and to raise and develop issues for department meeting agendas ● seminars to highlight interdepartmental collaborations ● social events ● School-wide forums 	<p>Department Chairs Ad hoc departmental group Dept. Administrators, APC/CASI identify topics for School-wide discussions</p>	<p>Begin 1/2007</p>	<p>No new financial or personnel resources required</p>
<p>3) Enhance communication between Administration and the VMTH: The Dean and the AAC will meet with the Hospital Administrative Group and the Section Heads at least annually early in the calendar year for mutual exchange of ideas regarding the state of the VMTH and the School.</p>	<p>Dean AAC Hospital AG Section Heads</p>	<p>Begin 1/2007</p>	<p>No new financial or personnel resources required</p>

<p>4) Enhance communication between the Comparative Biomedical Sciences (CBMS) Graduate Program/Residency Programs and Trainees:</p> <ul style="list-style-type: none"> • Academic Committee will conduct an annual interview with a group of graduate students to obtain feedback on the strengths and weaknesses of the CBMS training program. Exit interviews also will be conducted. Feedback will be considered seriously and acted on as appropriate. • The APC will re-evaluate charge to and configuration of the Resident Education Committee to include consideration of adding a resident representative. The Committee will serve as an effective avenue for communication between residents and their training programs. 	<p>CBMS Academic Committee Resident Education Committee APC</p>	<p>Begin 1/2007</p>	<p>No new financial or personnel resources required</p>
Enhance internal communication in the VMTH			
<p>1) Enhance communication between the Hospital Administrative Group (AG) and the Sections: The VMTH AG will conduct listening sessions with every section individually at least once annually to discuss current and foreseen issues with the full section invited to attend.</p>	<p>Associate Dean for Clinical Affairs Hospital AG Sections Heads and Section members</p>	<p>Begin 1/2007</p>	<p>Faculty time</p>
<p>2) Enhance communication between the Hospital AG, technicians, and supervisors: VMTH AG will proactively obtain input from technicians and supervisors and is encouraged to appoint a technician representative to the Hospital Administrative Group.</p>	<p>Hospital AG</p>	<p>Begin 1/2007</p>	<p>No new financial or personnel resources required</p>

3) Enhance communication by conducting periodic all-VMTH meetings, at a time selected to maximize attendance (or arrange for representation from each group), for disseminating information and promoting meaningful discussion of important hospital-wide issues.	Hospital AG	By 7/2007	No new financial or personnel resources required
Demonstrate commitment to quality-of-life issues within the VMTH			
1) Include quality-of-life issues in the strategic plan for the VMTH (see Strategic Priority 3).	Associate Dean for Clinical Affairs	Begin Spring/2007	No new financial or personnel resources required
2) Address quality of life issues within competing demands of teaching, clinical and public service, research, outreach activities, and fiscal performance expected of the UW SVM.	Associate Dean for Clinical Affairs and Departments	Begin Spring/2007	No new financial or personnel resources required
Develop opportunities to reinforce that the VMTH is an integral part of the School			
<p>Examples include:</p> <ul style="list-style-type: none"> • Communicate the availability of clinical services to entire SVM and place clinic brochure in packet of information provided to new employees. • Consider inviting VMTH staff to faculty meetings, departmental meetings, etc. when appropriate. • Consider inviting technicians to assist in 2nd and 3rd year teaching laboratories. • Consider involving VMTH staff in new student orientation. • Post periodic summaries of VMTH activities to the Intranet 	<p>Rachel Rothschild/ Human Resources Office</p> <p>Dean, Department Chairs, Course coordinators Associate Dean for Clinical Affairs and Hospital AG</p> <p>Rachel Rothschild, Barb Ripp</p>	Begin 1/2007	No new financial or personnel resources required

Success will be measured by meeting these goals in the following time frames:

December 2007 (1 year)

1. Students, faculty, and staff will be able to articulate the School's vision and mission and will understand the role they play in the mission.
2. Committees and task forces have broad representation, including academic and classified staff, where appropriate.
3. The Resident Education Committee is revitalized with a clear charge and is functionally effectively as an avenue for communication between clinical residents and their Programs.
4. The CBMS Academic Committee has met with a group of graduate students and obtained information about program strengths and areas where improvement is needed.
5. Two School-wide forums (1 each semester) have been presented for broad discussion of topics relevant to the SVM at large.
6. Identified faculty/ staff are receiving leadership/management skills training.
7. Departments and the VMTH have clear budgetary information so they can understand the overall SVM fiscal situation for planning purposes.
8. Department chairs meet regularly, and the 4 departmental Administrative Assistant have begun to meet to discuss items/problems they have in common and potential solutions or merging of effort.
9. One example of interdepartmental collaborations has been presented at an SVM seminar.
10. The Dean has met with each of the 4 academic departments for mutual exchange on the state of the Department and its integration with the School.
11. Hospital Administrative Group has met with each Section in the Hospital and is obtaining input from technical staff.
12. The first annual all-VMTH meeting has been held, and the Dean and AAC have conducted a listening session with VMTH Administration, clinical faculty, and staff.
13. Quality-of-life issues are addressed in the VMTH strategic plan and are being implemented.
14. All SVM personnel are aware of clinical services available to them, and the VMTH brochure is in new faculty/staff packet.
15. VMTH staff attend meetings when appropriate.
16. VMTH technicians provide skill and expertise to laboratory courses as their schedules permit.

December 2009 (3 year)

Continued progress in each item above

December 2011 (5 year)

Continued progress in each item above

E. Linkage with Prior Strategic Plans

The UW-School of Veterinary Medicine's Strategic Plan advances both the current UW-Madison's strategic plan and the school's previous 2002 strategic plan. The UW-Madison strategic plan focuses on the following five strategic priorities: promote research, advance learning, accelerate internationalization, amplify the Wisconsin idea, and nurture human resources. The priorities of the 2002 UW School of Veterinary Medicine's strategic plan have been reaffirmed and are highlighted as fundamental principles under Section C in this document and include: performing pioneering, translational research with significant benefit to both animals and humans; forming interdisciplinary research groups; creating an environment that integrates research, clinical practice and education; fostering an entrepreneurial culture that positions the School as the leader in veterinary medicine; and addressing critical issues facing veterinary medicine.

In support of the UW-Madison and the 2002 SVM strategic plans, this strategic plan focuses on strengthening faculty recruitment and research as one of its major strategic priorities. A second major priority strongly linked to the UW-Madison and 2002 SVM strategic plan include the importance of developing a more flexible professional curriculum that prepares students for diverse career and professional opportunities, highlighting the importance of preparing both our professional veterinary students and graduate students for the rapidly changing animal and human health environment. The 2006 strategic plan also highlights the importance of creating and maintaining a positive working environment across the school in order to both achieve the strategic priorities highlighted in this plan, but more importantly to maintain and enhance the school's excellence in research, teaching and clinical service. The five strategic priorities highlighted in this plan both reaffirm and expand upon the School's 2002 strategic plan and the UW-Madison strategic priorities associated with its strategic plan.

F. Dissemination/Implementation/Monitoring Process

For the UW School of Veterinary Medicine strategic plan to be an effective tool, processes need to be identified for dissemination and implementation of the plan. The Dean of the School of Veterinary Medicine will be responsible for widely disseminating the plan to all stakeholders in the UW-SVM, including faculty, staff and students. Dissemination should involve multiple avenues, including but not limited to SVM faculty meetings, department meetings, staff and student seminars, availability of the Strategic Plan and its Executive Summary on the SVM intranet, etc. The Dean or a designee will work with the APC to regularly review the strategic plan and meet with the respective lead individuals who are responsible for each item in the action plan. The progress of each strategic priority will be discussed twice per year at an APC meeting with appropriate lead individuals for the respective strategic priority. By August 1st of each year, lead individuals will submit a brief synopsis of the progress of their component of the strategic plan to the Dean and APC. In September of each year, a consolidated report will be presented by the Dean and APC to the AAC and the faculty, staff, residents, and students of the School of Veterinary Medicine. Particular attention should be paid to the 1, 3, 5, and 10-year milestones of the plan.

If portions of the strategic plan are not being implemented in a timely fashion, it is the Dean's

responsibility to ensure that the appropriate individuals are informed of the importance of their respective actions plans within the overall strategic plan. The annual reports to the faculty, staff, residents, and students of the School of Veterinary Medicine will serve as a mechanism for ensuring a high degree of focus on the strategic plan and its implementation and progress.

G. Closing

Our strategic plan in perspective:

A useful strategic plan must necessarily stretch the limits of what is possible, and we recognize that achieving all of our priorities presents a formidable challenge. Our strategic plan was not developed in anticipation of a windfall of new resources, but to position ourselves to be successful and entrepreneurial in the creation of additional resources and in the effective use of existing resources. However, resources are a necessary means to attaining our mission and vision, rather than goals for their own sake. With the talent and commitment of our faculty, staff, and students, we are optimistic in our ability to succeed in meeting the high goals that we and the UW-Madison hold for ourselves, while also meeting the needs and expectations of the public.