

# STRATEGIC PLAN 2018-2028 OVERVIEW



UNIVERSITY OF  
GEORGIA

College of  
Veterinary Medicine



## Message from the dean

As I complete my second year as dean of UGA's College of Veterinary Medicine, I am constantly reminded of what an exceptionally wonderful place this is. For the first 68 years of its existence, UGA CVM has educated top-notch veterinarians, served the people of Georgia with distinction, and worked to solve some of the world's greatest threats to animal and human health. As an alumna, I am proud of our legacy but even more excited about our future. Indeed, from the moment I stepped foot back on campus, our community has been working together to elevate the College to new heights.

You will find that our strategic plan is designed with this goal in mind. It is the culmination of the combined efforts of many professionals, representing their College colleagues in assessing where we are, where we want to go and what it will take to get us there. I am proud of what they have accomplished and admire their dedication, as it is never easy to balance a bold vision of our shared future with the realities of budget and facilities. Thankfully, the group persevered, and the end result, in my opinion, is a dynamic and achievable plan for the next decade in our beloved College's future.

Certainly, we will be building on a strong foundation. Our students are among the best in the nation – the class of 2022 has a cumulative GPA of 3.6, the highest among our incoming classes...ever. Our research enterprise is up a whopping 17 percent over last year, now sitting among the top three of all CVMs in the nation and as one of the University's top two productive units in terms of research productivity, which is truly impressive considering our size. We also continue to grow diagnostic and clinical service and outreach to our local communities and state through the dedicated efforts of teams in our diagnostic laboratories and state-of-the-art hospital.

Now, we will embark on a new journey, as set forth in our strategic plan. It will require hard work by all, the support of our students, alumni, referring veterinarians and other stakeholders, and vigilance by the College leadership to ensure that we achieve our goals. As a result, I am confident that within the next 10 years, our reputation as a leader in veterinary education, research, and service will be further enhanced.

I hope that you enjoy reading through our plan – and helping us grow, improve and reach new heights of leadership in our wonderful profession!



# Executive Summary

With a new dean and a fast approaching Council on Education (COE) site visit, the College of Veterinary Medicine assessed the status of its existing strategic plans and determined that the time was right to create a new 10-year plan that would update the vision, mission, and values statements as well as hone in on strategic priorities and tasks for the next decade.

To develop the 2018–2028 strategic plan, the dean of the college, along with the three associate deans, formed the strategic planning steering committee (SC) in March 2018. That group then convened a strategic planning committee (SPC) that was composed of 14 employees from all levels and areas of the College. These two groups were responsible for reviewing the findings of the research and determining the key action items for the strategic plan. Three professionals from the JW Fanning Institute for Leadership Development served as facilitators for the CVM throughout the strategic planning process. The College’s director of communications served as the strategic planning coordinator for the project – managing logistics, serving as the point person between the CVM and Fanning, and drafting the final report.

The project officially began in April with a kick-off meeting and explanation of the project timeline. The first phase of the project was the development of vision, mission and values statements for the College. Fanning conducted a focus group session with the SC and SPC and helped the group work through to a final mission, vision, and values document. With that complete, the project moved into the strategic plan data collection phase, which ran from May – August 2018. Fanning began by interviewing the dean and three associate deans. A focus group was conducted with the SPC (14 members) and with the department heads (5). Fanning conducted five employee town hall sessions in May and June that brought 147 CVM employees in Athens and Tifton together to answer SWOT analysis-type questions. With that feedback, Fanning developed a survey to be sent to the CVM students and alumni, which resulted in 243 responses. The steering committee developed a list of 21 external stakeholders, which included campus partners and external organizations and individuals. That group was divided into two: 11 who were interviewed over the phone by Fanning, while the remaining 10 completed a survey. Once the SWOT analysis was complete, Fanning took the remainder of the summer to assess the data and extract the overarching themes.





# What we learned

From the SWOT analysis, 11 themes emerged and were presented to the steering committee and strategic planning committee:

- **Reputation/ranking:** continue to build research expertise in targeted area(s); increase external funding; grow the number of students, top tier faculty, clinicians, staff; produce excellent graduates
- **Growth:** in class size; keep quality as student population grows; keep in mind: facilities, clinical experience, faculty and staff numbers/expertise needed; programs/dual degrees
- **Funding:** shrinking state dollars – increase funds beyond state monies, research dollars, build endowment; increase student assistantships, scholarships, stipends
- **Infrastructure:** state of the art teaching hospital to provide care for all species of animals; challenges of split campus; outdated/limited space, labs, lecture halls; underperforming IT; underuse of technology; issues with VetView
- **Innovation, entrepreneurship:** work with companies in product development, Vet Innovation Council, include/continue basic business knowledge/proficiency; use of technology (telemedicine)
- **Partnerships/collaboration/relationships:** within vet school, local vets, shelters, other vet schools, corporations, community, externships, interprofessional programs under a One Health umbrella with the Colleges of Medicine, Pharmacy, Public Health, Law and Social Work.
- **Faculty/staff:** recruitment/retention of a high caliber, diverse work-force, promotion ladder, compensation, professional development, continuing education, promote work at national and international forums
- **Students:** cost of education, diversity and inclusiveness, workforce development, soft skills,

communication, financial literacy, advising, career counseling

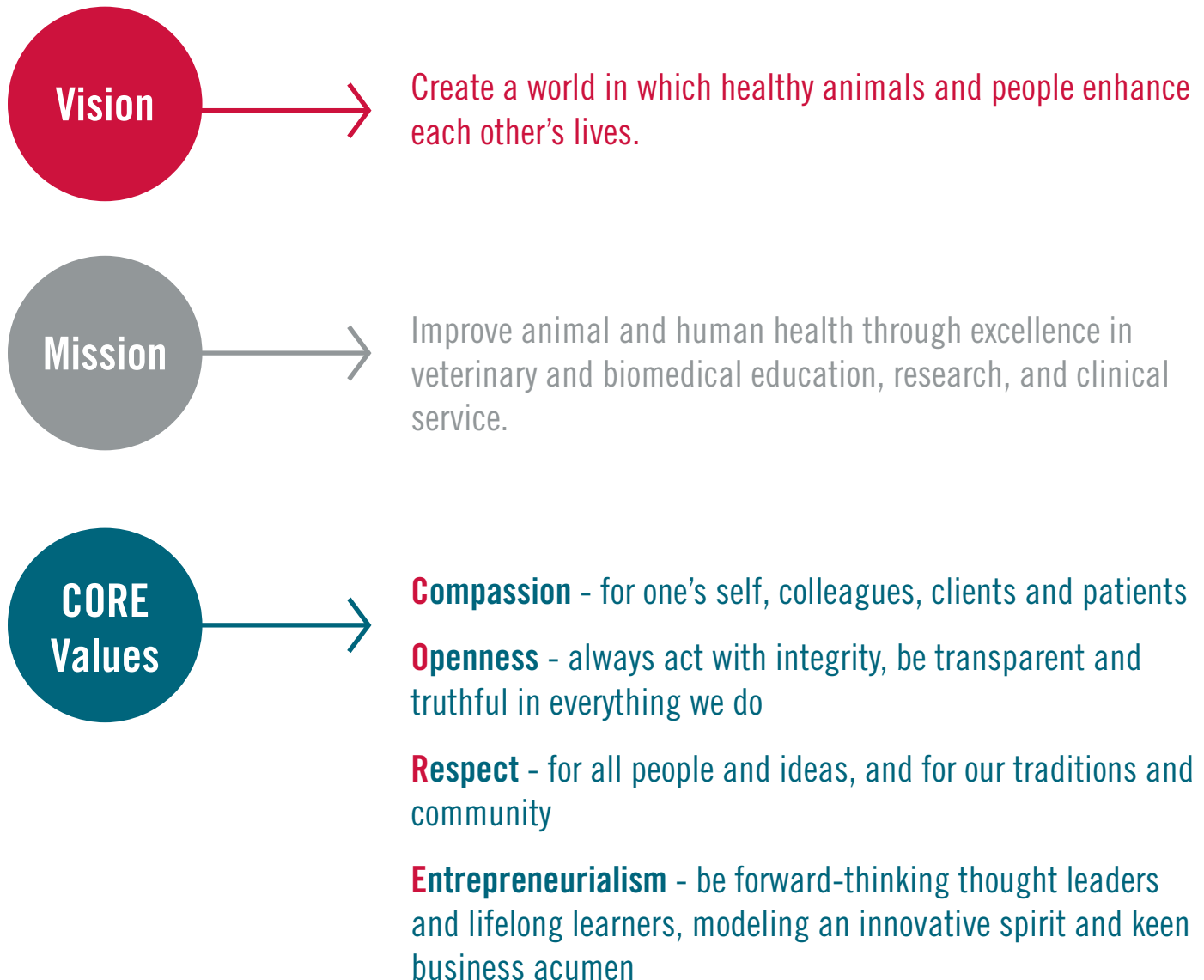
- **Curriculum:** needs revisions/updating, increase use of teaching technology, availability of electives (dentistry); regulatory medicine
- **Clinical and surgical experience:** graduates to be “practice ready”
- **Wellness/mental health/work-life balance:** leader in this area, availability of counselors, awareness of clinical workload, stress

The Strategic Planning Committee reviewed all of the themes and finalized five strategic priorities that became the basis for the final plan. The strategic planning committee was then separated into subcommittees, one per strategic priority. They worked in small groups to identify goals, strategies and action items for each priority – with the end result from each subcommittee being a complete plan addressing that priority, including naming accountable parties and identifying measures of success.

In November, the Strategic Planning Committee convened to review each of the subcommittees’ plans. Fanning consolidated all of the strategies into a comprehensive timeline, and in early December the Steering Committee met to review and finalize. At this point the report was drafted by the director of communications and then circulated to the steering committee for review and editing. With that review complete, the SPC members had the opportunity to review the final report and give feedback. Finally, the report was distributed to the administrative council for the College for review and feedback. The dean, her leadership team, and the SPC will continue to work with all employees of the CVM to achieve the objectives outlined in the plan. The strategies and action items identified in the plan will require sustained and concentrated efforts by all within the organization. The Steering Committee will reconvene in May 2019 to assess progress on implementation.

# Vision, Mission, Values

One of the first tasks that the Strategic Planning Committee took on as part of the project was the development of vision, mission and values statements for the College. Following a visioning exercise for the group facilitated by Fanning, four members of the SPC volunteered to work together to craft the final product. The statements that they drafted, and then got sign-off on by the larger SPC are:



# Strategic Priorities

Five strategic priorities have been identified and detailed in the CVM 2018–28 strategic plan. While they are certainly interrelated, each impacting one another, they are all important individually. With each goal are strategies for achieving it, as well as accountability measures and metrics for success.

## **Strategic Priority 1**

Promoting excellence in our teaching

## **Strategic Priority 2**

Growing research, innovation & entrepreneurship

## **Strategic Priority 3**

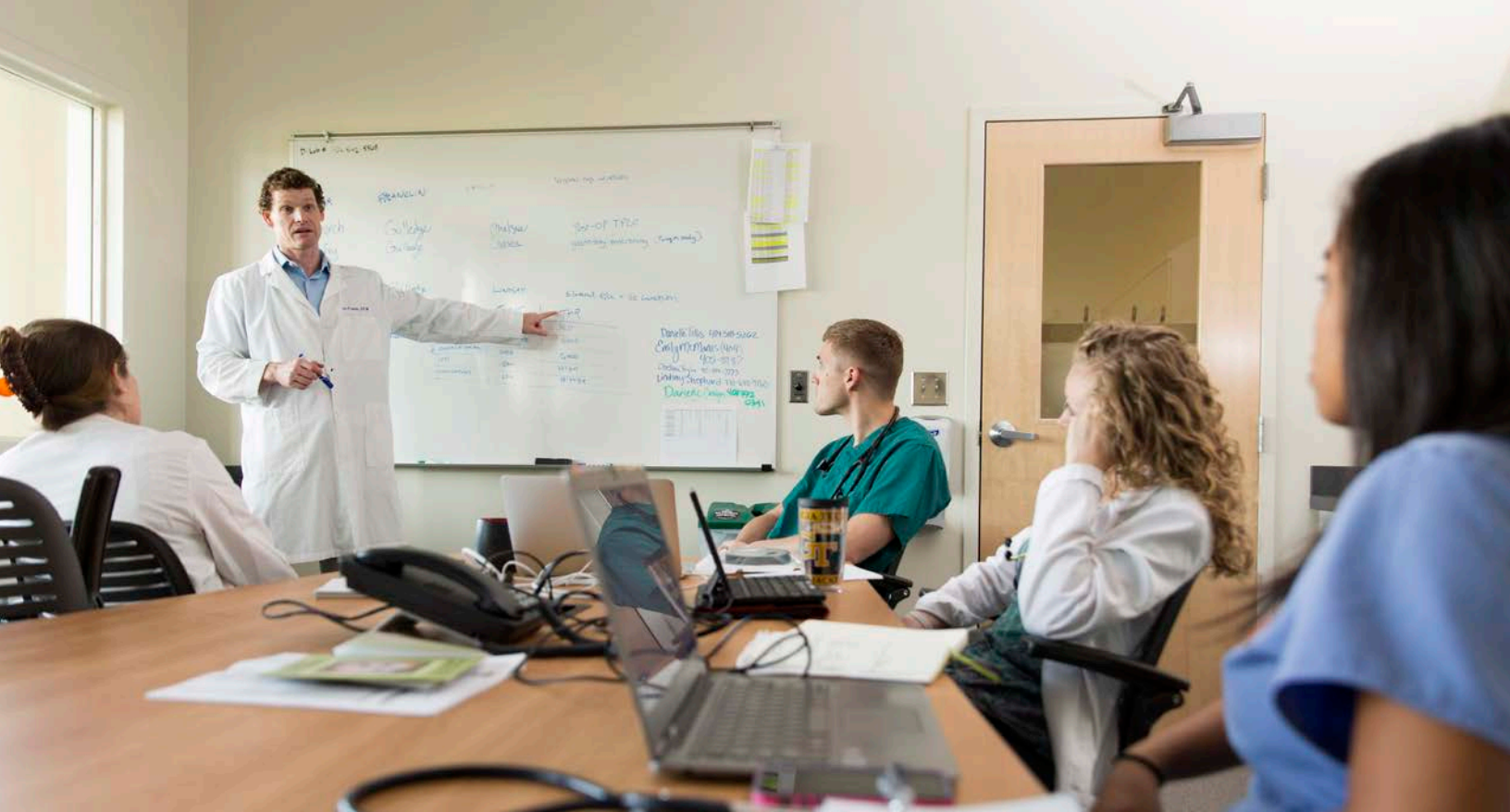
Strengthening partnerships with our communities globally & locally

## **Strategic Priority 4**

Building a solid infrastructure for the future

## **Strategic Priority 5**

Developing a strong College culture & sense of community



STRATEGIC  
PRIORITY

1

## PROMOTING EXCELLENCE IN OUR TEACHING

### GOAL:

THE CVM ASPIRES TO BE AN OPINION LEADER  
IN VETERINARY AND BIOMEDICAL EDUCATION

## STRATEGY 1

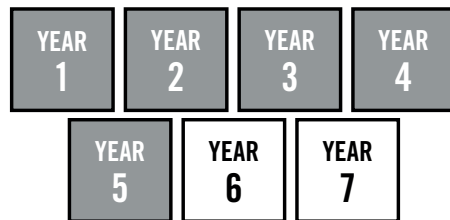
### Graduate competent, confident veterinarians who are prepared for the workplace

- Develop a process for continuous, assessment-informed, curricular revision
- Develop and integrate a clinical skills lab into the curriculum
- Expand professional skills component of the curriculum
- Enhance the cultural competence of our graduates

#### Accountability Measures and Success Indicators –

- Tangible assessment and curricular revision process outlined and implemented by end 2019
- Clinical skills lab built by fall 2021
- Alumni and employer surveys show improved cultural competence, communication and clinical skills for students and new graduates within five years

#### IMPLEMENTATION IN:



## STRATEGY 2

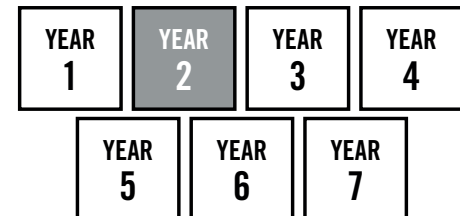
### Be an opinion leader in educational research

- Expand instructional research program
- Support educational publication and travel to teaching conferences
- Play an active role in the Veterinary Educators Collaborative

#### Accountability Measures and Success Indicators –

- Develop sustained funding for the science of teaching & learning (SoTL) grants program within two years
- Develop funding line for education-related publication and travel within two years
- Increased number of SoTL publications by CVM faculty
- Faculty attendance and participation at Veterinary Educators Collaborative

#### IMPLEMENTATION IN:





## STRATEGY 3

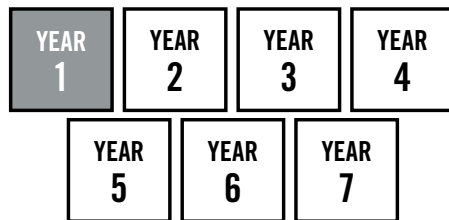
### Reward excellence in teaching

- Create a culture of promoting faculty who achieve excellence in teaching and educational scholarship
- Create a Veterinary Teaching Certificate Program

#### Accountability Measures and Success Indicators –

- Certificate program created and sustained
- Teaching-oriented faculty are promoted and do not stagnate in associate professor/instructor/lecturer roles

#### IMPLEMENTATION IN:



## STRATEGY 4

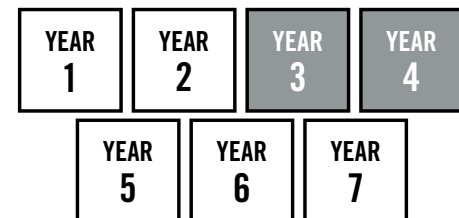
### Expand instruction beyond the DVM curriculum

- Explore bachelor's level training program (for example comparative biomedical sciences, veterinary technology)
- Increase online course offerings, continuing education programs, service learning opportunities and graduate offerings

#### Accountability Measures and Success Indicators –

- New bachelor's degree program started within four years
- Show an increase in offerings of all other programs within three years

#### IMPLEMENTATION IN:





STRATEGIC  
PRIORITY

2

## **GROWING RESEARCH, INNOVATION & ENTREPRENEURSHIP**

### **GOAL:**

THE CVM WILL CONTINUE TO ADVANCE AT THE LEADING EDGE  
OF INNOVATIVE VETERINARY AND BIOMEDICAL RESEARCH

## STRATEGY 1

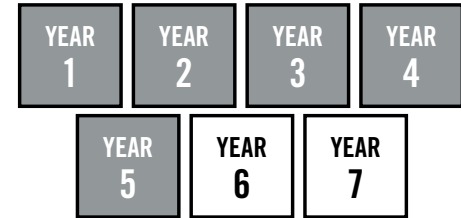
### Create, expand and sustain critical research infrastructure and resources

- Provide and maintain diverse, state-of-the-art, IACUC- and AAALAC-compliant research animal facilities staffed by appropriately trained animal support personnel
- Support efforts to establish competitive per diem costs for CVM animal facilities that are consistent/on-par with comparable facilities on campus
- Build and maintain efficient, multi-disciplinary laboratory spaces that are flexible and that can adjust to support developing research needs
- Acquire and maintain state-of-the-art multi-user research equipment and technology; provide responsive technology services as needed to support research enterprise
- Expand the staff of the CVM Office of Research to support and advance the growing research enterprise
- Provide assistance with extramural grant proposal preparation, submission, and compliance activities for faculty; provide assistance for graduate, post-doctoral and clinical scholars to submit fellowship and training grant applications

### Accountability Measures and Success Indicators –

- Five percent increase in research expenditures per year, providing a total increase of \$7.5-\$10M over five years.

### IMPLEMENTATION IN:



## STRATEGY 2

### Foster a culture of research excellence through scholarship, discovery, collaboration and innovation to drive research excellence

- Encourage and provide resources for research mentor/mentee/training and communications
- Promote faculty research and scholarship by providing competitive, college-level funding for research (non-teaching) assistantships for meritorious PhD scholars.
- Provide competitive start-up packages to recruit and retain world-class research faculty and veterinary clinician-scientists
- Actively foster collaborative research between basic and clinical sciences by providing research funding for transdisciplinary and/or translational projects
- Encourage inventorship/entrepreneurship from faculty by recognizing and rewarding faculty research leading to patent development and/or translational collaborations with industry partners
- Sustain a culture of research excellence and innovation by supporting professional development opportunities for mid-career faculty, including funding programs that support bridge grants and course release-time

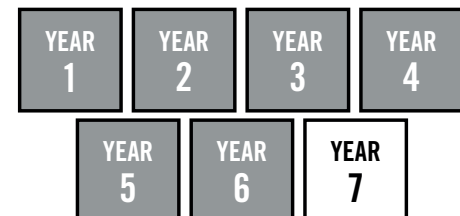
- Create opportunities for graduate, post-doctoral and clinical scholars to pursue training in professional development and teaching

#### Accountability Measures and Success Indicators –

Collect and assess current data and external factors (e.g. federal funding levels; strategic funding initiatives; trends in graduate education) and use data-driven benchmarks to set percentage goals for increases in:

- graduate student applications, offers, and new enrollment
- doctoral students supported by research assistantships
- graduate degrees awarded
- highly recruited research faculty hired
- peer-reviewed manuscripts submitted/accepted for publication
- extramural grants submitted by mid-career faculty
- extramural grants awarded
- collaborative/transdisciplinary/translational grant applications submitted/awarded
- collaborative/transdisciplinary/translational manuscripts submitted/accepted
- patents filed by CVM faculty and technology transfer

#### IMPLEMENTATION IN:







**STRATEGIC  
PRIORITY**

**3**

## **STRENGTHENING PARTNERSHIPS WITH OUR COMMUNITIES GLOBALLY & LOCALLY**

**GOAL:**

OPTIMIZE OUR SERVICE AND OUTREACH AT THE  
VETERINARY TEACHING HOSPITAL AND DIAGNOSTIC LABORATORIES

## STRATEGY 1

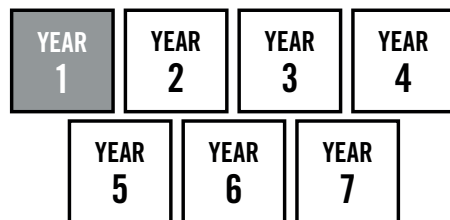
### Improve and expand client and referring veterinarian services for large and small animal species

- Offer 3-4 new services to clients and referring veterinarians within the next five years
- Offer 3-4 new services or tests at each D-Lab location within the next five years
- Expand molecular capabilities of D-Labs
- Optimize quality and delivery of existing services

#### Accountability Measures and Success Indicators –

- Client surveys, referring veterinarian feedback, quality assurance reports, hospital efficiency, new service caseload and revenue
- Income from service, feedback from DVMs

#### IMPLEMENTATION IN:



## STRATEGY 2

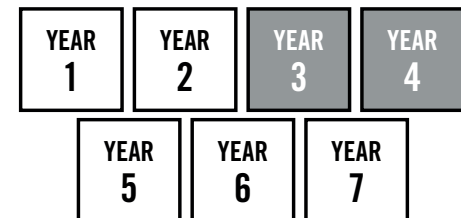
### Improve and expand outreach efforts to clients, referring veterinarians, communities and students

- Develop strategic fundraising, outreach and marketing plans
- Develop a disaster response team for the CVM
- Develop a shelter medicine program to work with local shelters

#### Accountability Measures and Success Indicators –

- Alumni feedback, alumni giving percent increase, increased state funding
- Student feedback, press coverage
- Student feedback, local support

#### IMPLEMENTATION IN:





STRATEGIC  
PRIORITY

4

## **BUILDING A SOLID INFRASTRUCTURE FOR THE FUTURE**

**GOAL 1:** DEVELOP WORLD-CLASS FACILITIES TO SUPPORT THE COLLEGE MISSION

**GOAL 2:** IMPROVE ADMINISTRATION STRUCTURE TO BETTER SUPPORT THE COLLEGE MISSION

## STRATEGY 1 - GOAL 1

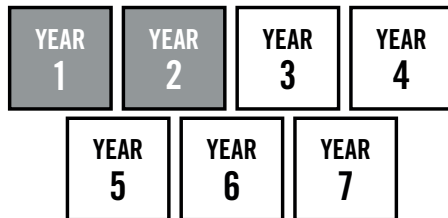
### Modernize existing teaching and service spaces prior to 2020 COE visit

- Improve existing classroom facilities to accommodate modern learning methods
- Make improvement to existing Community Practice Clinic (CPC) facility
- Storage facility at Veterinary Medical Center (VMC)
- Complete Celebration Garden

#### Accountability Measures and Success Indicators –

- COE accreditation, added teaching value
- COE accreditation, client feedback, staff and faculty satisfaction
- Improved hospital efficiency, benefit to UGA Facilities and Maintenance Division (FMD)
- COE accreditation (for dog walk area), improved donor satisfaction, increased donations

#### IMPLEMENTATION IN:



## STRATEGY 2 - GOAL 1

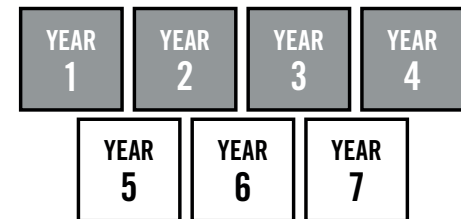
### Expand teaching space needed for class expansion and new teaching methods

- Construct new anatomy lab
- Renovate old Anatomy lab for clinical skills lab
- Renovate junior surgery lab

#### Accountability Measures and Success Indicators –

- Student safety
- Increased student learning/capabilities
- Increased student and faculty satisfaction

#### IMPLEMENTATION IN:





## STRATEGY 3 - GOAL 1

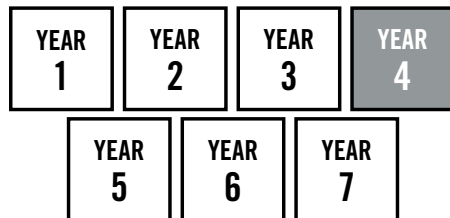
### Expand facilities necessary to accommodate new clinical services

- Renovate areas of the existing Veterinary Teaching Hospital
- Expand the hospital along south courtyard (two floors), to include research space

#### Accountability Measures and Success Indicators –

- Room for new services (increased revenue)
- Increased client and clinical faculty satisfaction

#### IMPLEMENTATION IN:



## STRATEGY 4 - GOAL 1

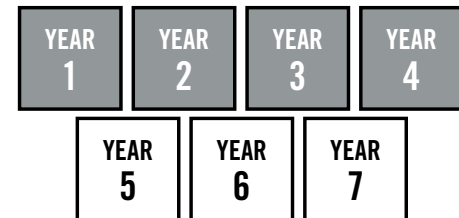
### Improve existing research facilities

- Review current facilities and look for areas to improve
- Add research space and facilities at the Veterinary Teaching Hospital

#### Accountability Measures and Success Indicators –

- Increased clinical research funding
- Clinical faculty satisfaction

#### IMPLEMENTATION IN:



## STRATEGY 5 - GOAL 1

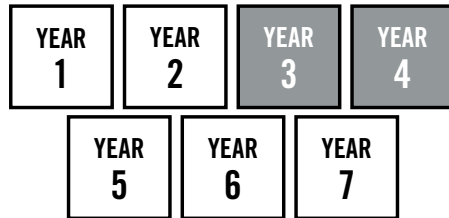
### Expand research facilities at CVM and VTH

- Construct new research animal housing facility at the CVM

#### Accountability Measures and Success Indicators –

- Increased research funding, faculty satisfaction

#### IMPLEMENTATION IN:



## STRATEGY 1 - GOAL 2

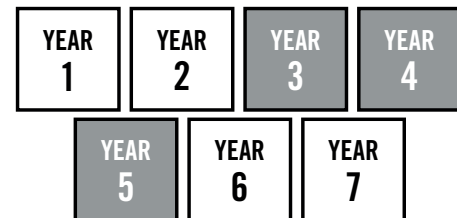
### Optimize funding and organizational structure to support mission

- Support entrepreneurial programs that grow budget and diversify funding sources
- Assess research support organization and make any necessary changes to increase research administrative support
- Develop recurring streams of funding to support infrastructure upgrades

#### Accountability Measures and Success Indicators –

- New academic programs, increased revenue, increased grad/undergrad enrollment
- Increased research funding, more effective administrative support, shorter submission time for grants
- Increased infrastructure funding, reduction in deferred maintenance needs

#### IMPLEMENTATION IN:



## STRATEGY 2 - GOAL 2

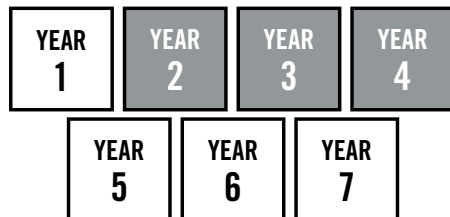
### Improve use of and support for technological resources in teaching, research and service

- Explore ways to utilize cloud-based technologies and realign existing technology resources to support areas of need
- Investigate other support models to promote redundancy and more effectively serve College customers

#### Accountability Measures and Success Indicators –

- Improved perception of IT services, improved Vet View performance
- More efficient IT service, reduction in network downtime

#### IMPLEMENTATION IN:





STRATEGIC  
PRIORITY

5

## DEVELOPING A STRONG COLLEGE CULTURE & SENSE OF COMMUNITY

### GOAL:

TO FOSTER A COMMUNITY WITH SHARED GOALS AND COMMON VALUES THAT WELCOMES AND SUPPORTS ALL, AND ENABLES EVERY INDIVIDUAL TO REALIZE THEIR POTENTIAL



## STRATEGY 1

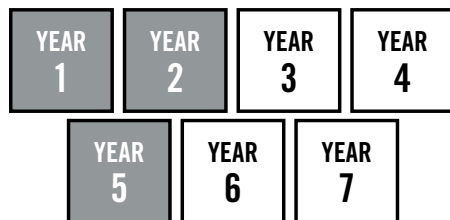
### Increase diversity within our faculty, staff and students

- Expand outreach to underrepresented communities
- Develop and implement a plan to increase diversity of leadership positions
- Develop a college-wide diversity plan
- Implement a diversity certificate program

#### Accountability Measures and Success Indicators –

- Create diversity plan, annual diversity report to CVM
- Obtain information that defines success in diversity
- Evaluate current climate on diversity

#### IMPLEMENTATION IN:



## STRATEGY 2

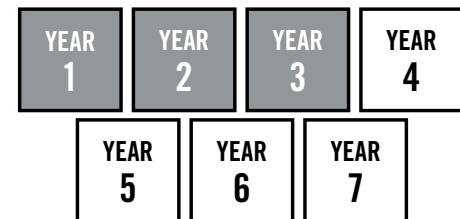
### Emphasize physical and cultural safety and inclusivity

- Implement College safety roadmap
- Enhance environment such that everyone feels respected, welcomed and supported
- Develop college-wide programming that encourages faculty, staff and student interactions
- Increase communication of decisions related to finances and leadership

#### Accountability Measures and Success Indicators –

- Culture/climate survey to determine perception of current state
- Successful pass of safety audit, accreditation process

#### IMPLEMENTATION IN:



## STRATEGY 3

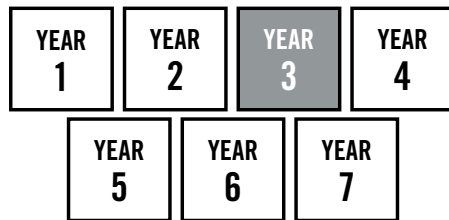
### Support the mental and physical well-being of all community members

- Expand student awareness and participation in existing wellness/wellbeing programming
- Set expectations for reasonable clinical schedules for faculty, staff, and students
- Establish a faculty/staff wellness program

#### Accountability Measures and Success Indicators –

- Survey community to define “reasonable” for clinical schedules, feasibility reports as appropriate
- Needs assessment for wellness of community

#### IMPLEMENTATION IN:



## STRATEGY 4

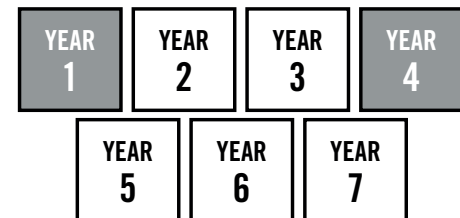
### Develop strategies to address veterinary student debt load

- Launch a development campaign to generate funds for veterinary student scholarships
- Improve student financial literacy training and career counseling

#### Accountability Measures and Success Indicators –

- Develop campaign goals
- Develop and implement plan for financial literacy training and career counseling

#### IMPLEMENTATION IN:



## STRATEGY 5

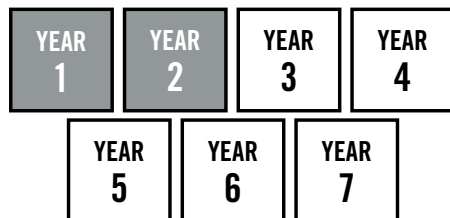
### Provide support for career advancement and professional development

- Establish or expand our staff and faculty onboarding, development and leadership programs
- Expand career counseling program for veterinary and graduate students
- Explore the feasibility of childcare support

#### Accountability Measures and Success Indicators –

- Faculty/staff perception survey, evaluation/assessment of onboarding practices
- Complete procedures for onboarding process
- Develop office or staff position for career services

#### IMPLEMENTATION IN:



## STRATEGY 6

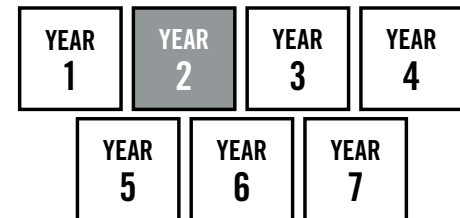
### Recognize and reward excellence

- Expand College award and recognition programs, focusing on accomplishments toward our shared goals

#### Accountability Measures and Success Indicators –

- Develop database or repository of awards available, implementation of teaching certification program

#### IMPLEMENTATION IN:



# **APPENDIX**

## **Steering Committee**

**Lisa K. Nolan**, dean

**Gary Baxter**, associate dean for clinical services, hospital director

**Scott Brown**, associate dean for academic affairs

**Harry Dickerson**, associate dean for research and graduate studies

## **Strategic Planning Committee**

**Brent Credille**, assistant professor, population health

**Hemant Naikare**, director, Tifton veterinary diagnostic laboratory

**Melinda Camus**, associate professor, clinical pathology

**Sheba Mohankumar**, a professor, veterinary bioscience and diagnostic imaging

**Jeff Hogan**, associate professor, infectious disease

**Julie Coffield**, associate professor, physiology and pharmacology

**Kira Epstein**, clinical professor, large animal medicine

**Amanda Erickson Coleman**, assistant professor, small animal medicine

**Amy Thompson**, program manager, academic affairs

**Sean Rogers**, director, finance and administration

**Biao He**, professor, infectious disease

**Olivia Williams**, registered veterinary technician, large animal technician supervisor

**Lisa Herrmann**, director of communications

**Vicki Eshelman**, executive assistant to the dean

## **Subcommittees**

### **Curriculum and Teaching**

Melinda Camus

Sheba Mohankumar

Lisa Nolan

### **Research and Graduate Education**

Julie Coffield

Harry Dickerson

Biao He

Jeff Hogan

### **Service and Outreach**

Gary Baxter

Brent Credille

Kira Epstein

Hemant Naikare

### **College Infrastructure**

Gary Baxter

Sean Rogers

### **Community and Culture**

Scott Brown

Mandy Coleman

Vicki Eshelman

Lisa Herrmann

Amy Thompson

Olivia Williams

## External Stakeholders

**Michael Topper**, past president, American Veterinary Medicine Association

**David Lee**, vice president of research, University of Georgia

**Jay Stroman**, senior associate vice president for development and alumni relations, University of Georgia Foundation

**Mark Mosher**, CVM alumnus, top-referring DVM

**Ainsley Bone**, manager, professional resources group, Purina

**Susan Blevins**, executive director, Georgia Veterinary Medical Association

**Kathy Gestar**, donor, non-alumna

**Pat Hill**, CVM alumna, South Carolina advisory board member

**Karen Duncan**, president of UGA CVM alumni board

**Robert Cobb**, state veterinarian of Georgia

**Boyd Parr**, state veterinarian of South Carolina

## Employee Town Hall Sessions

### Faculty sessions

May 8, 2018 – VMC

May 24, 2018 – CVM

### Staff sessions

May 9, 2018 – VMC (AM and PM sessions)

June 8, 2018 – CVM

### Tifton session

June 14, 2018