Strategic Plan

Office of Student Programs

UC Davis School of Veterinary Medicine

FY 2013 - FY2018
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Introduction

This Strategic Plan is the result of a deliberate process to assess our internal and external environment and to answer the questions where should the Office of Student Programs (OSP) be in the future and how should we get there? Our discussions and deliberations were followed by broad consultation with our School community. We have collectively developed our new concise mission and vision statements to guide our future directions. This strategic plan is a living document. It will be subject to frequent, critical review, and its details will be revised as needed to ensure that we honor its ultimate purpose, which is to define where we are going and how we propose to get there.

In creating this document, we have drawn upon the rich and diverse intellectual resources of our community to learn from our past, appraise our current condition and look ahead to the future. This Strategic Plan represents the best efforts of this community to articulate a clear set of goals, strategic initiatives and tactics that will guide us toward a future that is commensurate with our distinguished history and our extraordinary promise.

Dynamic leadership focused on producing meaningful outcomes will characterize our future. For the Office of Student programs, no outcome is more important than ensuring that we provide access and pathways to success to students interested in pursuing a career in veterinary medicine. Providing access demands that we are assertive in our outreach to and engagement with communities in our state, across the nation and around the world, such behavior will enhance movement towards our aspiration to be a global educational leader.

Ensuring access also requires that we attend to understanding the unique life situations from which students come and that we construct appropriate supports to mediate potential obstacles that may impede students’ ability to progress. Student success and progress is best facilitated by: exposure to diverse peoples, ideas and experiences; access to a personal community that offers a sense of belonging; and powerful learning environments facilitated by knowledgeable, caring and engaged faculty.

Commitment to high-level achievement for students requires that we honor the wholeness of every student – acknowledging that each student brings his/her mind, body and spirit to the educational experience.
Guiding Principles

The Office of Student Program’s vision, mission and goals are driven by the following guiding principles:

1. **Leadership**
   a. We will serve as a trusted leader within the UC Davis veterinary medical student community and invest in the development of new student leaders for the future of our profession, our communities and our society.

2. **Excellence**
   a. We support and promote the highest standards in academic veterinary medicine.

3. **Inclusion**
   a. We promote a veterinary profession that reflects the diversity of the profession and our society as a core requirement in meeting societal needs.

4. **Collaboration**
   a. We advance our mission in partnership with others within and outside of academic veterinary medicine.

5. **Transparency**
   a. We strive for open and honest communications in dealings among members and with partners, staff, and other stakeholders.

6. **Adaptability**
   a. We are flexible and responsive in assuring that the Office of Student Programs meets the needs of our students.

7. **Stewardship**
   a. We maintain the highest standards of accountability through responsible management practices.

**Vision**

The Office of Student Programs will be a *National Leader* in developing innovative programs that support multicultural education, diversity, equitable admissions practices and veterinary student career development all within the framework of a caring and supportive environment.

**Mission**

1) Be a leader in the development of initiatives that broadly promote the profession of veterinary medicine within stakeholder communities.

2) Support and foster diversity within the profession.

3) Provide services and programs that support the professional success of our DVM Students.
4) Play a key role in supporting the School’s commitment to producing engaged graduates, prepared for professional life and leadership in within the communities they serve.

Planning Assumptions

This strategic plan has been created within the context of the following planning assumptions taken from, previous assessment and planning efforts, professional literature, professional experience and conversations with students.

1. Limited resources will demand more intentional assessment and continuous process improvement efforts, leading to more data-driven decisions.
2. The financial environment will continue to place higher demands and pressures on professional students.
3. The need for both internal and external collaborative partnerships will increase.
4. The UC Davis School of Veterinary Medicine will need to plan for greater cultural, ethnic, racial, geographic, economic and generational diversity in order to meet and address societal needs.
5. Professional students will rely more heavily on financial, job and career-related services.
6. Student demand for more costly, personnel-intensive resources will increase (i.e. disability, mental health and career counseling).
7. Continued investment in staff development will be essential to serve students effectively and to meet the challenges brought about by a growing, diverse population.

Internal S.W.O.C. Analysis Summary:

1. **Strengths:**
   A. Diversity within the Office of Student Programs with an experienced and knowledgeable staff.
   B. We are one of the few Schools of Veterinary Medicine with a financial Services Officer.
   C. The Office of Student Programs team has a passion for the work and the mission of the Office.
   D. The AAVMC supports the mission of the Office of Students Programs.
   E. The Office of Student Programs Admissions Director, Yasmin Williams, serves on the AAVMC Multi-Cultural Affairs Committee.

2. **Weaknesses**
   A. Outdated Website and marketing materials.
   B. Current budget and resources not sufficient to meet newly defined programmatic needs.
   C. Lack of visibility and services of the Office of Student Programs among students.
D. Lack of clearly defined identity of the Office of Student Programs.
E. Lack of a well defined internal Office of Student Programs communications plan.

3. Opportunities
   A. Moving the Office of Student Programs to the Health Sciences District will present the opportunity to re-engage SCAVMA and our Student Clubs.
   B. New Dean with Office of Student Programs focus and support.
   C. Growth Opportunities – Career Development Center, Web based initiatives, Forward Thinking I.T. Department, Social Media, Development Office Collaborations, AAVMC – Collaborations, Collaborations with other veterinary and medical schools.

4. Challenges
   A. Decreased state budget support for higher education.
   B. Admissions process changes that may decrease diversity within our student body.
   C. Economy factors, the cost of professional education, and the starting salaries of veterinarians as compared to other medical professionals.
   D. Competition from newly opened or proposed veterinary schools.

External S.W.O.C. Analysis – Key Stakeholders

A survey was sent out to the 1st-4th year veterinary classes, SCAVMA officers and board members, club presidents and officers, 1st-4th year class presidents and department chairs within the SVM to perform an external S.W.O.C. analysis and also to solicit general comments as they pertain to the Office of Student Programs. The following represents the compiled comments from the survey.

1. Strengths:
   1. I have no real relationship with the Office of Student Programs in the past, but that is all going to change.
   2. The new life-blood in the program is certainly a strength!
   3. Most faculty and staff are very supportive of students and student programs.
   4. Hired a new director that has time to deal with student concerns.
   5. I recently met with our financial services staff, Aaron Broadus; to discuss my loan repayment plans. I was part of the movement to secure such a position for students, and I am glad to know the Administration moved quickly to provide this valuable service for us. However, I recommend students starting from first-year; undergo financial counseling as part of the curriculum. Students need to understand the types of loans they
are undertaking, pros/cons of paying off interest, and various loan repayment plans they qualify for. Rather than exit loan counseling and learning all this information at the end, I would have preferred direction and understanding from the start. Though, I am glad to actually have staff to advise us on financial matters.

6. Graduation, white coat ceremony.

7. Scholarship program.

8. The Office of Student Programs enthusiastically supported the student body by sponsoring the Spring TG and recognizing the hard work from all students put forth this year.

9. Our DVM program is ranked very high on the national scale.

2. Weaknesses:

1. I have no real relationship with the Office of Student Programs in the past.

2. Perhaps the lack of introspective change and progress has been lacking in the past.

3. Honestly, I have no idea what the Office of Student Programs is responsible for. Sorry!

4. Because of the new curriculum clubs are no longer allowed to put on fantastic wet labs that closely resemble anything already offered in the new curriculum. I think this is just ridiculous! These wet labs help us practice and hone our skills. They don't by any means take away from the new curriculum; in fact they support what’s being taught and reinforce important practices. I feel like we are being cheated the opportunity to practice our skills. There is only so much time in the classroom to learn but most things take practice to master.

5. *I don't know what the Office of Student Programs is!* Where is it and what do you do?

6. No really sure of their role in the student body, what control they have, what they have the ability to improve, etc.

7. *I don't even know what the responsibilities of the Office of Student Programs are.*

8. As a senior, I believe our biggest gap in education is our preparation for entering the workforce. Career development is lacking, i.e. no direction on how to create a resume/CV, soliciting for jobs, negotiating salaries, interviews, etc. A dedicated staff person is necessary to address these issues and be available to students. We as students have taken on these roles through VMBA to fill this gap. However, all other professional schools (including the graduate school of business who have a total of 5 staff).

9. In the past 3 years, the Student Programs office *has not had a very strong presence*
among the student body.

10. I believe most students do not understand what services the student programs office provides for them, and there is a general misunderstanding that Dr. Ilkiw IS the Student programs office.

11. Student awareness of what the office of student programs is and what it does. Therefore, student 'buy-in' is a weakness.

12. I don't really know what the Office of Student Programs is and what they do, so I suppose that's a weakness. (I am going into 3rd year as a vet student).

13. I have only recently been appointed a leadership position as a co-president of Caduceus Club and have not had sufficient interaction with Office of Student Programs to identify a weakness.

14. The cost of the DVM program (which is out of your control) is out of line with the expected income of a DVM.

3. Opportunities:

1. Involvement with student organizations, SCAVMA, CE, the VMTH, Alumni building and bridges to future colleagues in industry are essential to capitalize upon. Students do not have ready access to the Alumni network. The Administration guards closely their relationship with the Alumni, and we do not have the ability to approach them to be involved in current student programming. Speaking with numerous Alumni myself, I know of many who would be excited to interact with current veterinary students, if given the opportunity.

2. To become a stronger presence amongst the student body.

3. Advertise programs amongst the students and encourage utilization.

4. Connecting with alumni.

5. The involvement of the Office of Student Programs at the Spring TG was a hit and is a great annual opportunity.

4. Challenges:

1. Funding, physical plant, and location within the Health Sciences campus.
2. After experiencing my senior clinical year, I still find I am weak in practical skills. I am most disappointed with the Administration's decision to ban student clubs from wet labs that afford students more opportunities to get hands on experience. The curriculum does provide labs to gain this. However, placing a urinary female catheter once in laboratory during 3rd year is not sufficient. Additionally, in the VMTH, most of the hands-on
experience is done by technicians due to time constraints, clinicians unavailable to be present due to other appointments, and our lack of experience. Board test preparation is also a challenge. According to the current 2nd years, fundraising for board reviews was discouraged during their first three years due to the new curriculum providing all the information they should know to pass boards. Seeing as how the new curriculum focuses on tracks and discourages students from taking multiple tracks, there will be large gaps in knowledge for boards when it comes to other species.

3. Absurdly high (and ever increasing) tuition.

4. Over-abundance of veterinarians.

5. I have only recently been appointed a leadership position as a co-president of Caduceus Club and for not being a traditional club- in the sense of academically centered- I do not have a response for challenges.

6. This office needs to be located around vet students, not around undergraduate students on the main campus.

5. Comments:

1. I don't actually know what the student program office does.

2. I vaguely know that they help run the scholarship program and help with incoming students but that is about it.

3. I don't feel like I can give an evaluation because I am unsure about the purpose of the office.

4. I think it would be an extremely impressive, bold, and progressive move for this university to take a 'stand' against veterinary 'over-population,' as it were. CA tends to lead the country on a wide variety of issues, and this could be no different. Our school needs to advocate for quality not quantity of veterinary professionals, limiting unnecessary and unjustified class-size increases, and NOT opening/accrediting new schools. If you build them, they will come (and pay through the nose), but it simply is not the right thing for the profession. And it does NOT serve our students and alumni. It would be so cool to see UC Davis advocate for this paradigm shift in how we supply veterinarians to meet societal demands.

5. I'm sorry but I'm not really sure what the Office of Student Programs does and which aspects of our curriculum or extracurricular activities it is involved with so I don't feel I can adequately comment.

6. This office largely deals with students, rather than faculty. I haven't interacted very much with it and hence have no criticism.
7. To be honest, I don't understand the office's role and exactly what they do.

**Strategic Goals**

The Office of Student Programs will invest in the following strategic goals to support the needs of our professional DVM students:

1. Provide Outreach & Pre-Vet Advising Programs that highlight and promote the UC Davis School of Veterinary DVM program among various key-stakeholders.
2. Ensure a consistent, fair, equitable and evidence-based admissions process that addresses diversity and meets societal and multicultural needs.
3. Lead Efforts to increase underrepresented veterinary medical (URVM) students within the UCD School of Veterinary Medicine and foster a supportive and inclusive learning environment for all students.
4. Provide financial aid counseling that addresses educational financing options, student loan debt management and scholarship support.
5. Create and Nurture Partnerships with our student clubs and club leaders to maximize student involvement.
6. Create a Career Development and Student Services Center to support professional and personal development and promote work life balance and wellness.
7. Provide high quality student centered events and ceremonies that celebrate the success and accomplishments of our professional students.
8. Foster staff development and professional growth.
9. Develop a strategic communications plan for the Office of Student programs.

Through the achievement of these nine goals, the Office of Student Programs will make significant contributions to the success of our professional DVM students and to the successful implementation of the UC Davis School of Veterinary mission and strategic plan over the next five years.
Goal 1: **Community Outreach** - Provide Outreach & Pre-Vet Advising Programs that highlight and promote the UC Davis School of Veterinary DVM program among various key-stakeholders (i.e. high school and college advisors, prospective students, parents, community leaders, associations and professionals etc.).

**Alignment with SVM Strategic Plan:** Aligns with SVM strategic goals: Goal 1 – Strategy 1.1

**Strategy 1.1:** Re-develop the Office of Student Programs website to clearly identify an admissions web page that includes:

a. An Interactive Guide for Prospective Students.
b. Virtual tour of SVM.
c. Testimonials / Interviews / Including URVM Students.
d. A Virtual Advising Portal.
e. A section that addresses the question - What does a Veterinarian do (Industry, Practice, Academic, Government, Service, Research)?

**Strategy 1.2:** Develop printed marketing materials for K-12 and college audiences.

**Strategy 1.3:** Institute K-12 Outreach Activities:

a. Vet Ambassador Summer Exchange Program
b. Grade School / High School Advisor Open House Day
c. Vet STAT Program.
d. Teen Biotech Challenge sponsorship and research collaboration with the UC Davis Biotechnology Program.

**Strategy 1.4:** Institute College Audience Outreach Activities:

a. Regularly scheduled site visits to California Pipeline Schools and Pre-Vet Clubs.
b. Collaborate with the National Association of Advisors for the Health Professions (NAAHP) to build relationships and market our SVM Program.
c. Host California Pre-Vet Clubs at our “Vet Student Experience” program and actively support and mentor our CAES pre-vet club.
d. Conduct Veterinary School Application Workshops.
e. Pre-Vet Advisor Day – This would be an annual event that would bring a prioritized group (schools representing our top 5-10 feeder programs) of pre-veterinary advisors from feeder programs to campus for a tour and lectures on our school and our programs. We would highlight large animal medicine as well as areas of greatest societal need.
f. Work with the UC Davis Animal Sciences Program to jointly recruit students and potential applicants to our SVM program.
Strategy 1.5: Develop an alumni Ambassador / Mentor Program: Recruit UCD SVM Alumni to Participate in outreach activities and foster alumni – recent graduate interactions. Develop a UC Davis SVM Alumni Database.

Indicators of Success:

a. Website redesign completed and functional.
b. Redesigned marketing materials delivered to OSP.
c. Vet Ambassador Summer Exchange Program, K-12 advisor open house day and Vet STAT programs (pilot year) completed and evaluated.
d. Increase in applications to UC Davis SVM as a result of college outreach activities.
e. Alumni database completed and alumni Ambassador / Mentor Program piloted.
Goal 1 - Implementation Plan: Community Outreach

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Responsibility</th>
<th>Resources Needed</th>
<th>Implementation Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 - Re-develop the OSP Website</td>
<td>Yasmin Williams</td>
<td>$7500, student graphic/web designers, John Gardiner</td>
<td>1/1/2014</td>
</tr>
<tr>
<td>1.2 – Marketing materials for K-12 and college audiences</td>
<td>Kim O’Bryan</td>
<td>$15,000</td>
<td>1/1/2014</td>
</tr>
<tr>
<td>1.3 – K-12 outreach</td>
<td>Kim O’Bryan</td>
<td>$10,000</td>
<td>3/2014 - 2018</td>
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<tr>
<td>1.4 – College outreach</td>
<td>Kim O’Bryan</td>
<td>$5,000</td>
<td>3/2014 - 2018</td>
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<tr>
<td>1.5 Alumni Ambassador / Mentor program</td>
<td>Yasmin Williams</td>
<td>Development office support and coordination with Academic Programs office</td>
<td>9/1/2013</td>
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</tbody>
</table>
Goal 2: **Veterinary Student Admissions** - Ensure a consistent, fair, equitable and evidence-based admissions process that addresses diversity and meets societal and multicultural needs.

**Alignment with SVM Strategic Plan:** Aligns with SVM strategic goals: Goal 1 – Strategy 1.1

**Strategy 2.1:** Establish tangible metrics to evaluate our admissions process with regard to diversity and academic performance within the SVM curriculum.

**Strategy 2.2:** Identify and evaluate novel criteria as predictors of academic success, other than GRE & GPA & MMI & PPI that also include and address multi-cultural issues.

**Strategy 2.3:** Coordinate with other SVMs and the AAVMC to share and develop best admissions practices.

**Strategy 2.4:** Work with the SVM Executive Committee to ensure that the Director of Admissions is a member of the MMI Task Force.

**Strategy 2.5:** Post-admission, the Office of Student Programs staff and the Associate Dean for Student programs will take an active an participatory role in the first year Prologue Course to both meet the incoming class and to provide them with a foundation for understanding the role of the Office of Student Programs.

**Indicators of Success:**

a. Metrics established for review of admissions process.

b. Novel admissions criteria identified and evaluated for inclusion in the admissions process.

c. Documented efforts of collaboration with other SVMs re: best admissions practices.

d. UC Davis SVM Director of Admissions is a member of the MMI Task Force.
## Goal 2 – Implementation Plan: Veterinary Student Admissions

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Responsibility (Project Mgr.)</th>
<th>Resources Needed</th>
<th>Implementation Timeline</th>
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<tbody>
<tr>
<td>2.1 – Establish tangible metrics to evaluate our admissions process</td>
<td>Sean Owens</td>
<td>Staff time</td>
<td>9/2014 - 2017</td>
</tr>
<tr>
<td>2.2 – Identify novel criteria to predict academic success</td>
<td>Sean Owens</td>
<td>Staff time</td>
<td>9/2014 - 2017</td>
</tr>
<tr>
<td>2.3 – Coordinate with other SVMs and the AAVMC to share and develop best admissions practices</td>
<td>Yasmin Williams</td>
<td>Staff time</td>
<td>9/2013 - 2018</td>
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<tr>
<td>2.4 – Establish Director of Admissions as a member of the MMI Task Force</td>
<td>Sean Owens</td>
<td>Coordinate w/ EC</td>
<td>ASAP - 9/1/2013</td>
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<tr>
<td>2.5 - Prologue participation by the OSP</td>
<td>Sean Owens</td>
<td>Staff time</td>
<td>8/2013</td>
</tr>
</tbody>
</table>
Goal 3: Diversity - Lead efforts to increase Underrepresented Veterinary Medical (URVM) students within the UCD School of Veterinary Medicine and foster a supportive and inclusive learning environment for all students.

As defined by the American Association of Veterinary Medical Colleges (AAVMC), URVMs are populations of individuals whose advancement in the veterinary medical profession have historically been disproportionately impacted by six specific aspects of diversity (gender, race, ethnicity, and geographic, socio-economic and educational disadvantage) due to legal, cultural or social climate impediments.

Reflective of the School’s Strategic Plan, the Office of Student Programs believes that diversity and inclusion are essential values, and strives to prepare students for meaningful and responsible engagement within and across diverse communities.

Alignment with SVM Strategic Plan: Aligns with SVM strategic goals: Goal 4 – Strategy 4.2, Goal 7 – Strategy 7.1

Strategy 3.1: Create a Diversity Advisory Committee (7-9 members) to advise the Office of Student Programs with regard to diversity and multicultural concerns as they apply to admissions and programmatic development.

Strategy 3.2: Start a UC Davis SVM Voice Chapter (Administrative & Faculty advisors: Yasmin Williams and Dr. Cheryl Scott).

Strategy 3.3: Develop a Multi-Cultural Seminar Series to promote the understanding of cultural diversity and provide information on how different cultures regard animals and animal welfare.

Strategy 3.4: Develop collaborations and MOUs with the University of Michigan SVM, University of Georgia SVM and the five veterinary schools within the Western Consortium to promote and support unique diversity programs and initiatives.

Strategy 3.5: Identify and apply for grant funding to support diversity and multicultural programs.

Strategy 3.6: Increase the number of racially and/or ethnically URVM students by 25% over 2013 baseline over the next 5 years.

Strategy 3.7: Work with the AAVMC to identify, document and implement best practices for creating and sustaining an environment within the UC Davis SVM that promotes and ensures the success of URVM students.

Strategy 3.8: Investigate the development of a formal reporting process and institutional responsiveness for DVM students who have experienced discrimination.
**Strategy 3.9:** Develop partnerships with local, regional and national organizations that promote diversity and inclusive excellence.

**Strategy 3.9.1:** Support increased availability of curricular and co-curricular opportunities for students to graduate with tangible skills pertaining to cultural competence and community building.

**Indicators of Success:**

a. Diversity advisory committee formed.
b. UC Davis V.O.I.C.E. Chapter formed.
c. Multicultural Seminar Series started.
d. MOUs signed with the University of Michigan SVM, University of Georgia SVM and the five veterinary schools within the Western Consortium.
e. Grant opportunities identified and grant(s) submitted.
f. The number of racially and/or ethnically URVM students has increased by 25% over 2013 baseline by 2018.
Goal 3 – Implementation Plan: Diversity

<table>
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<tr>
<th>Strategy</th>
<th>Responsibility</th>
<th>Resources Needed</th>
<th>Implementation Timeline</th>
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</thead>
<tbody>
<tr>
<td>3.1 - Create a diversity advisory committee</td>
<td>Yasmin Williams</td>
<td>$1,500, staff time</td>
<td>10/2013</td>
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<tr>
<td>3.2 – Start a UC Davis V.O.I.C.E. Chapter</td>
<td>Yasmin Williams</td>
<td>$2000 seed funding</td>
<td>9/2013</td>
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<tr>
<td>3.3 – Develop a Multicultural Seminar Series</td>
<td>Sean Owens</td>
<td>$500</td>
<td>1/2014</td>
</tr>
<tr>
<td>3.4 – Sign MOUs with other SVMs to create, promote and support diversity initiatives</td>
<td>Sean Owens</td>
<td>$5000 for site visits/mtgs</td>
<td>7/2014</td>
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<tr>
<td>3.5 – Identify and apply for grant funding</td>
<td>Sean Owens</td>
<td>Staff time</td>
<td>7/2014</td>
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<tr>
<td>3.6 – Increase the number of URVM students by 25% over 2013 baseline by 2018</td>
<td>N/A</td>
<td>Staff time</td>
<td>2018</td>
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<td>3.7 – Work with AAVMC to implement best practices for creating an environment that supports diversity</td>
<td>Yasmin Williams</td>
<td>Staff time</td>
<td>Ongoing to 2018</td>
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<td>3.8 – Investigate developing a formal reporting process to address discrimination within the SVM</td>
<td>Yasmin Williams</td>
<td>Staff and faculty time</td>
<td>9/2013</td>
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<td>3.9 – Develop partnerships with local, regional and national organizations that promote diversity</td>
<td>Yasmin Williams</td>
<td>Staff time</td>
<td>Ongoing to 2018</td>
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<tr>
<td>3.9.1 – Support curricular opportunities that foster cultural competence</td>
<td>Yasmin Williams</td>
<td>Staff time</td>
<td>Ongoing to 2018</td>
</tr>
</tbody>
</table>
Goal 4: Financial Aid Counseling and Support - Lead Veterinary Medicine in Comprehensive Financial Support of our students - Provide financial aid counseling that addresses educational financing options, student loan debt management, scholarship support and personal financial planning as we desire to help educate and empower our students financial understanding to help them make sound financial decisions both now and in the future.

Strategy 4.1: Lead Veterinary Medicine by increasing the financial literacy resources available to SVM students.

a. Accessible, Attractive & Quality Resources
   a. Exit counseling presentations - in person
   b. PDF Copies of exit counseling provided to students
   c. Exit counseling online services
   d. Repayment readiness seminars for 3rd year students
   e. One-on-One counseling appointments with students
   f. Adding online financial resources to VIPER
   g. Workshops on the long-term impacts of student loan repayment decisions post Graduation.

Strategy 4.2: Work with the SVM Development Office to increase scholarship support.

a. Re-design the scholarship database to provide more efficiency and effectiveness in management of the annual scholarship process and more effective communications between the Office of Student Programs and Office of Development.

b. Set clear expectations for students with regard to scholarship requirements and meeting scholarship criteria.

c. Develop a timeline and communication plan for the annual donor dinner.

d. Identify needs of SVM students and the Office of Student Programs to have “Targeted” Fund Raising / Scholarship Efforts (i.e. Career Development Center / I.T. Scholarships to improve technology available to students / Financial Literacy Funding / Alumni Scholarship for 3rd Year test prep materials.

e. Create a more “Sustainable” Scholarship Atmosphere.

f. Start incorporating the “Spirit” of the scholarship into criteria language. This will be a big long-term project that could take up to 5 years, to start incorporating it now on new scholarships but also revising the “criteria” of “older” scholarships.
**Strategy 4.3:** Develop Collaborations with the UC Davis SVM VBMA and Dr. Jim Clark’s Doctoring program to expand the business and financial management aspects of the curriculum

A. Adding online video resources to VIPER

B. Workshops on Finding out who your student loan company is and how to compare long-term impacts of repayment decisions post Graduation: Tools VINFOUNDATİON.ORG Loan Repayment Simulator & AAMC Med Loans Organizer and Calculator for students entering Residency programs.

**Strategy 4.4:** Sponsor Debt Management / Financial Management Workshops and Seminar’s

a. Pre Vet / Admissions Interviews / Orientation / Exit Counseling
b. Loan Calculator / Repayment Options Workshops
c. Utilize a video series curriculum that encompasses the topics listed below:
   a. Savings
   b. Budgeting
   c. Debt
   d. Credit Bureaus
   e. Insurance
   f. Investments
   g. Retirement
   h. Real Estate

**Strategy 4.5:** Coordinate / Integrate AAVMC with regard to Financial Literacy Curriculum.

a. Follow up with Dr. Jim Clark on progression.

**Strategy 4.6:** Resident Loan Repayment / Financial Planning

a. Exit Counseling Workshops
   a. In 2013, held 3 Sessions with 62 Participants
   b. Attempting to make the presentations “Sustainable” i.e. available online.

**Indicators of Success:**

a. Student scholarship support increased 25% over 2013 baseline by 2018.
b. Financial literacy curriculum implemented.
c. Documented debt and financial management workshops and seminars.
Goal 4 – Implementation Plan: Financial Aid Counseling and Support

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<tr>
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<th>Responsibility (Project Mgr.)</th>
<th>Resources Needed</th>
<th>Implementation Timeline</th>
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<tr>
<td>4.1 – Increase the financial literacy of our SVM students</td>
<td>Aaron Broadus</td>
<td>Staff time</td>
<td>7/2013 - 2018</td>
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<td>4.2 – Work with the SVM development office to increase scholarship support</td>
<td>Sean Owens</td>
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</tr>
<tr>
<td>4.3 – Develop collaborations with the UC Davis SVM VMBA and Dr. Jim Clark</td>
<td>Aaron Broadus</td>
<td>Staff time</td>
<td>7/2013 - 2018</td>
</tr>
<tr>
<td>4.4 – Sponsor debt management and financial management workshops and seminars</td>
<td>Aaron Broadus</td>
<td>$2,500</td>
<td>7/2013 - 2018</td>
</tr>
<tr>
<td>4.5 – Coordinate and integrate with the AAVMC to implement a financial literacy curriculum</td>
<td>Aaron Broadus</td>
<td>Staff time</td>
<td>7/2013 - 2018</td>
</tr>
<tr>
<td>4.6 – Provide loan repayment and financial planning counseling to VMTH residents</td>
<td>Aaron Broadus</td>
<td>Staff time</td>
<td>7/2013 - 2018</td>
</tr>
</tbody>
</table>
Goal 5: **Student Clubs and Organizations** – Create and nurture partnerships with our student clubs and club leaders to maximize student involvement.

**Alignment with SVM Strategic Plan:** Aligns with SVM strategic goals: Goal 1 – Strategy 1.1

**Strategy 5.1:** Assist clubs in complying with university policies regarding documentation, forms and filings. To be a recognized UC Davis SVM club, the following documents must be kept and registered with the Office of Student programs:

a. All clubs must have By-laws and a Constitution.
b. Documented yearly UC Davis Center for Student Involvement (CSI) registration.
c. List of current officers.
d. Budget and copies of tax filings (State and Federal)
e. List of current faculty advisors.
f. Copies of completed incoming/outgoing officer evaluation forms.

**Strategy 5.2:** Act as liaison between student clubs and organizations and the university and administration.

**Strategy 5.3:** Provide Administration and fiscal support.

**Strategy 5.4:** Collaborate with the CE office and development to support club funding via education programs.

**Strategy 5.5:** Introduce transparency to club finances and administrative procedures.

**Strategy 5.6:** Maintain a strong relationship and demonstrate visible and tangible support for our UC Davis SVM SCAVMA chapter.

**Indicators of Success:**

a. Each recognized SVM club shall maintain a binder containing current and up to date copies of the documents described in Strategy 5.1 within the OSP.
b. Documented history of fiscal and administrative support for our SVM student clubs and SCAVMA chapter.
## Goal 5 – Implementation Plan: Student Clubs and Organizations

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Responsibility (Project Mgr.)</th>
<th>Resources Needed</th>
<th>Implementation Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 – Assist clubs in complying with university policies regarding documentation, forms and filings</td>
<td>Tina Grottkau</td>
<td>$1,000 tax prep seminars (2 per year)</td>
<td>9/2013 - 2018</td>
</tr>
<tr>
<td>5.2 – Act as a liaison between student clubs and organizations and the University and administration</td>
<td>Sean Owens</td>
<td>Staff time</td>
<td>9/2013 - 2018</td>
</tr>
<tr>
<td>5.3 – Provide administrative and fiscal support</td>
<td>Tina Grottkau</td>
<td>Staff time</td>
<td>9/2013 - 2018</td>
</tr>
<tr>
<td>5.4 – Collaborate with the CE office and development to support club funding via educational programs</td>
<td>Sean Owens</td>
<td>Staff time</td>
<td>9/2013 - 2018</td>
</tr>
<tr>
<td>5.5 – Introduce transparency to club finances and administrative procedures</td>
<td>Tina Grottkau</td>
<td>Staff time</td>
<td>9/2013 - 2018</td>
</tr>
<tr>
<td>5.6 – Maintain a strong relationship and demonstrate visible and tangible support for our UCD SVM SCAVMA chapter</td>
<td>Sean Owens</td>
<td>Staff time</td>
<td>9/2013 - 2018</td>
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</table>
Goal 6: Career Development Center (CDC) - Create a Career Development and Student Services Center to support professional and personal development and promote work life balance and wellness.

Services menu: Leadership Training, Job Search Strategies, Job Opportunities, Writing Skills Development, Interview Skills, Wellness Workshops, Work / Life Balance and Wellness Seminars, Alumni Outreach and Mentor Program, Job Postings and Job placement, Coordination with AVMA & CVMA, CV/resume review. Additionally, the CDC will support the School’s faculty mentor program, and assist students in locating faculty and alumni with experience in the students desired career path.

Alignment with SVM Strategic Plan: Aligns with SVM strategic goals: Goal 1 – Strategy 1.1

Strategy 6.1: Recruit and hire a Career Development and Student Services Center Manager. (The OSP, with input from the SVM HR Director and the Dean, will develop a job description and preferred skill set for this position). This person will be responsible for (as below):
Developing an inventory of campus resources that can be leveraged for the Center, overseeing the development of a website for the Center, drafting a comprehensive blueprint for the scope, development and financial management of the Center, and participate in the recruitment and hiring a 50% variable administrative support person.

Strategy 6.2: Develop a blue print for the development of the Career Development Center.

Strategy 6.3: Develop a website and scalable online infrastructure to support the program.

Strategy 6.4: Acquisition and implementation of the Symplicity database program (Career Services Manager) to provide an expansive online resource to SVM students seeking career opportunities.

Strategy 6.5: Develop broad professional networks and catalogue campus resources applicable to program support.

Strategy 6.6: Create a Career Development Center Advisory Committee (5-7 members) to advise the Office of Student Programs and help guide the development and mission of the CDC.

Indicators of Success:

a. Career Development and Student Services Center Manager hired.
b. Blue print for the development of the Career Development Center created.
c. Acquisition and implementation of the Symplicity database program – Career Services Manager.
d. Career Development and Student Services Center website developed.
Goal 6 – Implementation Plan: Career Development Center

<table>
<thead>
<tr>
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<th>Implementation Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 – Recruit and hire a Career Development Center manager</td>
<td>Yasmin Williams</td>
<td>a. Career Development Manager: $75,000 + benefits</td>
<td>11/2013</td>
</tr>
<tr>
<td>6.2 – Develop a blue print for the development of the career Development Center</td>
<td>New Career Development Manager</td>
<td>Staff time</td>
<td>TBD</td>
</tr>
<tr>
<td>6.3 - Develop a website and scalable online infrastructure to support the program</td>
<td>New Career Development Manager</td>
<td>Website development: $7500</td>
<td>TBD</td>
</tr>
<tr>
<td>6.4 – Acquire and implement the Symplicity database program</td>
<td>New Career Development Manager</td>
<td>Symplicity – Career Services Manager software: $13,000</td>
<td>TBD</td>
</tr>
<tr>
<td>6.5 – Develop broad professional networks and catalogue campus resources applicable to program support</td>
<td>New Career Development Manager</td>
<td>Staff time</td>
<td>TBD</td>
</tr>
<tr>
<td>6.6 - Create a Career Development Center Advisory Committee (5-7 members) to advise the Office of Student Programs.</td>
<td>Sean Owens</td>
<td>Staff time</td>
<td>11/2013</td>
</tr>
</tbody>
</table>
Goal 7: **Student Ceremonies** – Provide high quality student centered events and ceremonies that celebrate the success and accomplishments of our professional students.

**Ceremonies:** White Coat, Phi-Zeta, Commencement, Awards and Scholarships, Dean’s Roundtable

**Alignment with SVM Strategic Plan:** Aligns with SVM strategic goals: Goal 1 – Strategy 1.1

**Strategy 7.1:** Work with the block leaders for the first year student Prologue Block to integrate them into the White Coat Ceremony as key participants.

**Strategy 7.2:** Redesign the annual student awards and scholarship ceremony so that the event integrates with the SVM Development Office’s Donor Appreciation Dinner and is geared towards student interests and desires.

**Strategy 7.3:** Survey the student body and faculty to evaluate the format of our current student ceremonies and solicit input regarding changes and suggestions.

**Strategy 7.4:** Increase the visibility and prestige of our Graduation and White Coat Ceremonies by inviting nationally and internationally recognized speakers to participate.

**Indicators of Success:**

- a. Results of student and faculty surveys show support for the manner in which OSP ceremonies are being developed and managed.
- b. Enhanced prestige of our student events.
**Goal 7 – Implementation Plan: Student Ceremonies**

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<tr>
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<tbody>
<tr>
<td>7.1 – Work with block leaders for the first year student prologue to integrate them into the White Coat Ceremony</td>
<td>Sean Owens</td>
<td>$10,000 (White Coat Ceremony)</td>
<td>6/2013, then annually</td>
</tr>
<tr>
<td>7.2 – Redesign the annual student awards and scholarship ceremony</td>
<td>Aaron Broadus</td>
<td>$5,000</td>
<td>7/2013, then annually</td>
</tr>
<tr>
<td>7.3 – Survey the student body and faculty to evaluate the format of our current student ceremonies and solicit input and feedback</td>
<td>Kim O’Bryan (Phi Zeta, Commencement and White Coat) Aaron Broadus (Awards and Scholarships)</td>
<td>Staff time</td>
<td>Following each event 2013-2014 as baseline then bi-annually</td>
</tr>
<tr>
<td>Increase the visibility and prestige of our Graduation and White Coat Ceremony by inviting nationally and internationally recognized speakers to participate.</td>
<td>Sean Owens</td>
<td>TBD</td>
<td>Ongoing - 2018</td>
</tr>
</tbody>
</table>
Goal 8: **Lifelong Learning** - Foster staff development and professional growth.

A well-trained, professional staff is the most valuable resource to an effective Student Programs organization. The work of the Office of Student Programs continues to evolve and thus requires new skills and new knowledge for staff members to be effective. The Office of Student Programs is committed to not only hiring well-qualified individuals, but also to providing on-going professional development opportunities to its staff. Professional growth and development will position Student Programs staff members to make valuable contributions to student recruitment and success.

**Staff Professional Development goals**

A. Assist employees in improving their job performance and service to students.

B. Support staff members in their career and academic advancement.

C. Promote an environment of learning, research, teamwork, communication and positive staff morale.

**Alignment with SVM Strategic Plan:**

**Strategy 8.1: Content Area Development** - designed to build knowledge and skills within a professional specialty area. Activities may include, but are not limited to:

a. Present at/attend professional conferences, seminars or workshops
b. Complete approved college or university coursework
c. Participate in employee exchanges with external organizations
d. Publish articles, papers and books related to work area
e. Provide programs or workshops for faculty, staff or students
f. Present workshops/programs to civic organizations or groups in the community
g. Participate in educational travel
h. Participate in teleconferences, webinars or online trainings

**Strategy 8.2: Career/Personal Development** - designed to provide tools to improve the quality of work and life. Topics may include, but are not limited to:

a. Communication skills
b. Team building
c. Excellence in service (customer service)
d. Stress management
e. Conflict resolution
f. Time management
g. Problem solving
h. Online and social media
i. Business writing
j. Mentoring
Strategy 8.3: Leadership Development - designed to provide leaders and emerging leaders with opportunities to learn, grow and change in order to develop knowledge, skills and tools to function effectively within the organization. Topics may include, but are not limited to:

a. Supervisory skills
b. Goal setting and measuring effectiveness
c. Planning effective meetings
d. Professional Leadership Program
e. Ethics in the workplace
f. Team building for your department
g. Emotional Intelligence
h. Working with grants
i. Budget management
j. Effective presentations

Strategy 8.4: Organizational Development - designed to enhance organization-wide effectiveness and viability and skills to fulfill the mission of the School. Topics may include, but are not limited to:

a. Preventing Sexual Harassment
b. Confidential Information Training
c. Understanding policies and procedures
d. Measuring effectiveness

Indicators of Success:

a. Documented staff attendance at CE / lifelong learning educational events.
b. High employee morale and job satisfaction.
c. Completion and publication of research projects focused on student programs and service delivery (Target the Journal of Veterinary Medical Education - JVME).
Goal 8 – Implementation Plan: Lifelong Learning

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>8.1 – Content area development</td>
<td>Yasmin Williams</td>
<td>$1000</td>
<td>7/2013 - 2018</td>
</tr>
<tr>
<td>8.2 – Career / Personal Development</td>
<td>Yasmin Williams</td>
<td>$1000</td>
<td>7/2013 - 2018</td>
</tr>
<tr>
<td>8.3 – Leadership Development</td>
<td>Yasmin Williams</td>
<td>$1000</td>
<td>7/2013 - 2018</td>
</tr>
<tr>
<td>8.4 – Organizational Development</td>
<td>Yasmin Williams</td>
<td>$1000</td>
<td>7/2013 - 2018</td>
</tr>
</tbody>
</table>
**Goal 9: Communications** - Develop communication strategies and infrastructures to engage and inform stakeholders.

Intentional, robust, and sustained marketing and communications efforts are essential strategic components for effective engagement with internal and external audiences. The goal of this effort is to intentionally link these efforts to tell "A Student-Centered Story" that supports the mission and vision of the Office of Student Programs.

**Alignment with SVM Strategic Plan:**

**Strategy 9.1:** Develop an Office of Student Programs Marketing and Communications Plan for both internal and external audiences.

**Intended Outcomes:**

1. Concise values statements reflecting OSP mission, values and goals to internal and external stakeholders (i.e., who we are, what we represent).

2. Stronger, clearer messages about the value-added of Student Programs-led effort for internal and external stakeholders.

3. Increased capacity for informing and connecting potential users of OSP services with our offices and departments.

4. A sustainable marketing and communications infrastructure (i.e. people, resources, spaces, etc.) to support the goals and values of the OSP and the necessary assessment to assure we are adaptive and responsive.

**Intended Outputs**

1. Increase the OSP marketing and communication messages and collateral via paper, electronic, and in-person contact with internal and external stakeholders.

2. Create a marketing and communications plan and methods of assessing the effectiveness on OSP marketing.

3. Increase the quality of marketing collateral material that targets targeted stakeholder audiences.

4. Increase awareness of internal and external stakeholders regarding the OSP contribution to the SVM mission.

5. Increase awareness and understanding of the OSP principles, values, and services.
Indicators of Success:

a. Development of an Office of Student Programs Marketing and Communications Plan.
b. Improved stakeholder communication as verified by surveys and feedback.
Goal 9 – Implementation Plan: Communications

<table>
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<tr>
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<tbody>
<tr>
<td>9.1 – Develop an Office of Student programs marketing and communications plan</td>
<td>Yasmin Williams</td>
<td>Staff time</td>
<td>7/2013 - 2018</td>
</tr>
</tbody>
</table>
Appendix 1
Office of Student Programs – Year One Strategic Plan Goals

Vision
The Office of Student Programs will be a national leader in developing innovative programs that address multicultural education, diversity, equitable admissions practices and veterinary student career development.

Goal 1: Community Outreach - Provide Outreach & Pre-Vet Advising Programs that highlight and promote the UC Davis School of Veterinary DVM program among various key-stakeholders (i.e. high school and college advisors, prospective students, parents, community leaders, associations and professionals etc.).

Strategy 1.1: Re-develop the Office of Student Programs website to clearly identify an admissions web page that includes:
   f. An Interactive Guide for Prospective Students.
   g. Testimonials / Interviews / Including URVM Students.
   h. A section that addresses the question - What does a Veterinarian do (Industry, Practice, Academic, Government, Service, Research)?

Strategy 1.2: Develop printed marketing materials for K-12 and college audiences.

Strategy 1.4: Pre-Vet Advisor Day – This would be an annual event that would bring a prioritized group (schools representing our top 10 feeder programs) of pre-veterinary advisors from feeder programs to campus for a tour and lectures on our school and our programs. We would highlight large animal medicine as well as areas of greatest societal need.

Goal 2: Veterinary Student Admissions - Ensure a consistent, fair, equitable and evidence-based admissions process that addresses diversity and meets societal and multicultural needs.

Strategy 2.1: Establish tangible metrics to evaluate our admissions process with regard to diversity and academic performance within the SVM curriculum.

Strategy 2.2: Identify novel, validated criteria as predictors of academic success, other than GRE & GPA & MMI & PPI that also include and address multi-cultural issues.

Strategy 2.5: Post-admission - The Office of Student Programs staff and the Associate Dean for Student programs will take an active an participatory role in the first year Prologue Course to both meet the incoming class and to provide them with a foundation for understanding the role of the Office of Student Programs.
Goal 3: Diversity - Lead efforts to increase Underrepresented Veterinary Medical (URVM) students within the UCD School of Veterinary Medicine and foster a supportive and inclusive learning environment for all students.

Strategy 3.1: Create a Diversity Advisory Committee (7-9 members) to advise the Office of Student Programs with regard to diversity and multicultural concerns as they apply to admissions and programmatic development.

Strategy 3.2: Start a UC Davis SVM V.O.I.C.E. Chapter (Administrative & Faculty advisors: Yasmin Williams and Dr. Cheryl Scott). V.O.I.C.E. is a student run organization that addresses a need for socio-cultural awareness that is not part of the current core veterinary curriculum.

Strategy 3.8: Investigate the development of a formal reporting process and institutional responsiveness for DVM students who have experienced discrimination.

Goal 4: Financial Aid Counseling and Support - Lead Veterinary Medicine in Comprehensive Financial Support of our students - Provide financial aid counseling that addresses educational financing options, student loan debt management, scholarship support and personal financial planning as we desire to help educate and empower our students financial understanding to help them make sound financial decisions both now and in the future.

Strategy 4.1: Lead veterinary medical education by increasing the financial literacy resources available to UC Davis SVM students.

1. Accessible, attractive & quality resources.
   a. Exit counseling presentations - in person.
   b. PDF Copies of exit counseling provided to students.
   c. Repayment readiness seminars for 3rd year students.

Strategy 4.2: Work with the SVM Development Office to increase scholarship support.

1. Re-Design Scholarship database into VIPER.
2. Identify needs of the OSP and collaborate with the Development Office to support those needs.

Strategy 4.3: Develop Collaborations with the UC Davis SVM VBMA and Dr. Jim Clark’s Doctoring program to expand the business and financial management aspects of the curriculum.

1. Update on AAVMC financial literacy curriculum development

Strategy 4.4: Sponsor debt management and financial management workshops and seminars.

1. Pre Vet / Admissions Interviews / Orientation / Exit Counseling
2. Loan calculator repayment workshops.

**Strategy 4.6: Resident Loan Repayment / Financial Planning**

1. Entering repayment reminder session in November at the VMTH (when residents typically start getting their first monthly bill and start entering loan repayment).

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**Strategy 5.1:** Assist clubs in complying with university policies regarding documentation, forms and filings. To be a recognized UC Davis SVM club, the following documents must be kept and registered with the Office of Student programs:

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**Strategy 9.1:** Develop an Office of Student Programs Marketing and Communications Plan for both internal and external audiences.