Strategy: Goal 5.4: Review and optimize the School's organizational structure. Strategy: Our strategy is twofold: (1) review the administrative structure of the school; and (2) define and adopt shared leadership as a governance principle for the school.

Date: Fall Quarter 2012

Summary of Activities
Our team has met twice to brainstorm possible projects, prioritize them, and pick the top three (two for goal 5.4 and one for goal 5.1). For goal 5.4, we have chosen to work on a review of the administrative structure of the school and defining and adopting a shared leadership model.

We propose to conduct a review of the administrative structure of the school including the role and composition of the departmental administrative structure (including the role of Department chairs), the role and composition of the Dean’s office units, and the role and structure of the school’s affiliated centers. We plan to evaluate whether the organizational structure is consistent with our mission and strategic plan.

We also plan to define and adopt shared leadership as a governance principle for the school. We propose to set up a structure where information flows up and down, and permits decision-making at different levels. We plan to employ examples to illustrate the principle.

Other relevant activities ongoing in the Administration Office in the VMDO:

(i) Conducting strategic review of the Veterinary Genetics Laboratory – focusing on organizational and financial structures (estimated completion date of 6/30/13);

(ii) Reviewing the organizational structure and financial model of the Center for Equine Health (estimated completion date: 12/31/12);

(iii) Reviewing the strategic role and the organizational and financial structure of the California Raptor Center (estimated completion date 1/31/13);

(iv) Reviewing the organizational structure of the Center for Laboratory Animal Science (estimated completion date 2/28/13);

(v) Considering a potential partnership of Biological Media Services and VMTH (estimated completion date 12/31/12). This work is in partnership with the VMTH.

(vi) Reviewing the feasibility of combining IT services in the school and at the VMTH (estimated completion date of 11/30/12); as an extension of this, conduct a review of what’s needed in an Electronic Medical-Record System and perform a gap analysis with VMACS. This work is in partnership with the VMTH (estimated completion date of 10/1/2013).
**Resource Materials/Data Analysis**
We have reviewed the administrative review report developed in 2010 by a school-wide review committee.

**Upcoming Activities/Initiatives**
We plan to meet with the Dean to discuss our proposals and next steps, identify a leader for both projects, and develop a timeline for completion.

**Accomplishments**
We have identified our top two priorities and reviewed historical documents that have addressed similar issues.