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:  Spring Quarter 2013

**Summary of Activities**

In the Fall we chose to work on a review of the administrative structure of the school and defining and adopting a shared leadership model. This Spring we focused our efforts and began thinking about the role of the department in relationship to the delivery of the curriculum. Our team drafted a discussion document and presented ideas to the Academic Council. The issues are summarized as follows. Currently, the curriculum is administered centrally by Academic Programs rather than in Departments. Faculty members are recruited into Departments and Chairs responsible for assigning teaching. There is an apparent disconnect between the roles of the Chairs and the Block structure of the new curriculum. It can be difficult for Chairs to assign or track teaching or help their Faculty manage teaching loads with the current structure. Block leaders often understand the curriculum better than Chairs, but have no authority in teaching assignments other than online (for Part 1 specialties).
teaching assignments other than asking (or not) for volunteers. The non-specialized parts of the curriculum, and educational development, are often overlooked during the Faculty recruitment process. Also it may be difficult for Chairs to help Faculty balance clinical and non-clinical effort.

The issue we wish to explore is: how will the school ensure that current and future SVM Faculty are able and willing to teach in the DVM curriculum at a basic level, as well as within their specialty areas?

Other relevant activities to goal 5.4 that are occurring on an ongoing basis in the Administration Office in the VMDO are:

(i) Reviewing the organizational structure and financial model of the Center for Equine Health to close the operating deficit (estimated completion date: 6/30/13);
(ii) Reviewing the strategic role and the organizational and financial structure of the California Raptor Center (estimated completion date 12/31/15). We have a three year plan to determine how to create a self-supporting center with an annual budget of approximately $250,000 per year;
(iii) Reviewing the organizational structure of the Center for Laboratory Animal Science and preparing for the full transition to the campus by June 30, 2013. There are challenges with separating the IT structure from the SVM and we are re-aligning some of the staff members’ roles and responsibilities.
(iv) Reviewing the feasibility of combining IT services in the school and at the VMTH (estimated completion date of 9/30/13); 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 10/1/2014).
(v) Working with the Research and Graduate Education unit to fully integrate the graduate group program coordination into the SVM. The principal issue is how to manage curricular support for a diverse group of faculty members from different schools and colleges in our four graduate groups. The student support model is working fairly well, the curricular support model is unclear and
needs structure.

**Resource Materials/Data Analysis**
We have reviewed the administrative review report developed in 2010 by a school-wide review committee. The Administrative Office of the VMDO has reviewed the organizational structures of VGL, CLAS, and CEH to understand their operating models. We have also reviewed the financial structures of VGL, CLAS, and CEH.

**Upcoming Activities/Initiatives**
We recently presented ideas and alternatives at the Academic Council meeting in May 2013, and now need to explore next steps based on our three identified alternatives. We would like to consider that the Curriculum Committee can become a liaison between Academic Programs and the Chairs.

1. **Faculty Mentoring Scheme:**
   - School-wide.
   - New faculty members could potentially be assigned a mentoring committee (potentially cross-Departmental) including a representative from the Curriculum Committee (or someone with good over-arching knowledge of the curriculum) whose specific role would be to help identify teaching areas that fit the faculty member's skills, while addressing the needs of the curriculum.
   - Provide an advisory link to the Chairs and facilitate the Chair’s management of faculty members within their Department, and the faculty members’ effort in the new curriculum.
   - Facilitate participation of Faculty in teaching workshops and educational development.

2. **Curriculum Committee input into Departmental searches** with the aim of assessing candidates’ suitability for teaching in the professional curriculum and advising candidates about expectations for teaching.

3. **Incentivize engagement in teaching development** by (for instance) providing access to pilot funding for, e.g., interdisciplinary pilot programs, release from other service duties, other creative endeavors.
other creative endeavors.

**Accomplishments**

- Conducted a strategic review of the Veterinary Genetics Laboratory – focused on organizational and financial structures. The VGL is implementing a series of financial and organizational recommendations in preparation for the naming of a new Director, hopefully in Fall 2013.
- Biological Media Services and the Clinical Pathology Lab within the VMTH have defined a partnership and we have set clear parameters on the financing of this collaboration.
- Discussed emerging issues associated with organizational structure and curricular development and implementation with the Curriculum Committee.
- Presented ideas to the Academic Council on the role of the department in the delivery of the new curriculum at the May 2013 meeting.