School of Veterinary Medicine
University of California, Davis

2012-2017
Strategic Plan
The AMC Strategies’ Philosophy… All Strategic Plans Must Answer Four Basic Questions:

- **Where is the Organization Today?**
  - Environmental Assessment
    - External data analysis & interviews
    - Internal data analysis & interviews

- **Where Should the Organization be in the Future?**
  - Strategic Vision
    - Key strategic implications
    - Mission & vision statements
    - Values/guiding principles
    - Measurable goals

- **How Should the Organization Get There?**
  - Strategy Formation
    - Strategies & tactics

- **Is the Organization Getting There?**
  - Implementation Planning/Monitoring/Communicating
The Strategic Planning Process

PHASE I
Planning Research
- Planning Interviews
- Stakeholder and School-wide Survey on Strategic Priorities
- Environmental Assessment
- 53 interviews of staff, faculty, students, strategic partners

PHASE II
Define Strategic Direction
- Define Mission and Vision
- Define Goals with Measurable Outcomes
- Develop Specific Strategies & Tactics
- Collaborative Effort of 37-member steering committee

PHASE III
Finalize the Plan
- Finalize the Strategic Plan
- Prioritize Strategies
- Develop Implementation Plan with Target Dates and Assignments
- Implementation Teams led by 38 champions of 19 key strategies
- School-wide participation in refinement and implementation
Strategic Planning Interview Survey Highlights Phase I

- Confidential interviews with 53 individuals
- Representatives from departments, centers, school leadership, faculty, staff, students, and trainees
- Individuals from UCOP, UC Davis and external stakeholders
<table>
<thead>
<tr>
<th><strong>STRENGTHS</strong></th>
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<th><strong>WEAKNESSES</strong></th>
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<tr>
<td>1. Well-established national and international <strong>reputation</strong>.</td>
<td>1. Programmatic <strong>breadth is unsustainable</strong>; difficult to achieve excellence.</td>
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<td>2. Talented and dedicated <strong>faculty</strong> members are experts in their fields.</td>
<td>2. <strong>No consensus</strong> on educational methods and goals.</td>
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<td>3. Diverse research portfolio and history of achievement; <strong>strong extramural funding</strong>.</td>
<td>3. <strong>School is run too democratically</strong> and without accountability; need effective, decisive and visionary leadership.</td>
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<td>4. Enormous <strong>breadth in research and clinical programs</strong>.</td>
<td>4. Non-competitive <strong>faculty compensation</strong> impedes recruitment and retention.</td>
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<td>5. Excellent <strong>facilities and core infrastructure</strong>.</td>
<td>5. Reliance on <strong>state funding</strong>.</td>
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<td>6. Known for producing <strong>well-trained, highly-valued graduates</strong>.</td>
<td>6. Inefficient <strong>administrative infrastructure</strong>.</td>
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**Note:** Noted by more than 25% of interviewees in response to an open-ended prompt; listed in order most frequently mentioned.
**OPPORTUNITIES**

1. Improve institutional capacity in management and operations.

2. Lead the field of Veterinary Medicine.

3. Foster growth of the research enterprise.

4. Refine educational programs.

5. Operate clinical services effectively.

**THREATS**

1. Diminished funding.

2. Faculty recruitment and retention.

3. High cost of veterinary medical education and level of student indebtedness.

4. Competition from other veterinary schools and specialty hospitals.

5. Potential loss of relevance to agricultural interests and the state of California.

Note: Noted by more than 25% of interviewees in response to an open-ended prompt; listed in order most frequently mentioned.
Continue to be national & global leader in academic veterinary medicine.

Maintain excellent, accessible clinical care programs.

Identify new, stable sources of funding, including philanthropy, to achieve financial sustainability.

Demonstrate School’s value California in food safety, nutrition, public health and agriculture as well as veterinary medicine.

Be at the forefront of high impact research.

Position educational mission as a high priority for the School.

Recruit, retain and mentor elite faculty who work together to fulfill the academic mission of the School.

Build strong collaborative relationships across the School, UC Davis and other external groups.

Create a school-wide culture of financial transparency and accountability.

Strengthen community outreach and marketing.
Thirty-six percent of UCD SVM revenue came from sponsored programs in 2009-10 compared to the U.S. average of 24 percent. The proportion of state support at UCD SVM was comparable to the U.S. average.

Source: AAVMC, Comparative Data Report, 2010-11, Table 53. Includes all vet schools except Western Univ. of Health Sciences
Phase II: Define Strategic Direction
Mission
Advance the Health of Animals, People and the Environment

Vision
Leading Veterinary Medicine Addressing Societal Needs
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<th><strong>Educate world leaders</strong> in academic veterinary medicine, veterinary medical practice, public and environmental health.</th>
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## Strategies to achieve the goals

| **GOAL 1:** Educate world leaders in academic veterinary medicine, veterinary medical practice, public and environmental health. | 1. Attract, mentor and support the best and brightest students and trainees.  
2. Design curriculum and training programs to meet current and future societal needs.  
3. Lead the field of veterinary medicine by sharing educational expertise and best practices locally, nationally and internationally. |
| **GOAL 2:** Be at the forefront of high-impact transdisciplinary research. | 1. Provide supportive infrastructure and efficient services to facilitate research.  
2. Actively pursue transdisciplinary research programs and extramural support. |
| **GOAL 3:** Provide cutting-edge clinical programs that support education, research and service. | 1. Provide outstanding patient care in an efficient, compassionate and service-oriented manner.  
2. Foster excellence in clinical teaching.  
3. Capitalize on the large and diverse clinical caseload to support excellence in translational and clinical research.  
4. Establish and nurture client relationships that enhance philanthropic support. |
| GOAL 4: Advance the well-being of animals and people in California and around the globe. | 1. Identify pressing societal problems where the School can make an impact and align efforts to develop meaningful solutions.  
2. Broaden the diversity of the veterinary medicine community at UC Davis and beyond. |
|---|---|
| GOAL 5: Ensure effective school-wide management infrastructure and sustainable financial resources for the future. | 1. Optimize the financial position of the School of Veterinary Medicine.  
2. Strengthen internal communication, transparency and collaboration.  
3. Elevate the School's capability in marketing, branding and public relations.  
4. Review and optimize the School’s organizational structure. |
| GOAL 6: Recruit, retain and cultivate excellent and productive faculty and staff. | 1. Recruit faculty as needed to support strategic initiatives and for succession planning.  
2. Provide a supportive environment to foster faculty and staff success. |
| GOAL 7: Build strong collaborations across UC Davis and with other academic, government, agricultural and business partners. | 1. Strengthen external collaboration in all mission areas.  
2. Promote collaboration with other schools and programs at UC Davis. |
Strategies and Supporting Tactics
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<td><strong>Strategy 1.3</strong></td>
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Goal 1: Educate world leaders in academic veterinary medicine, veterinary medical practice, public and environmental health.

**Strategy 1.1**

Attract, mentor and support the best and brightest students and trainees.

**Tactics:**

a. Modify the recruitment process to attract the best professional and graduate students from California and beyond.
   
i. Develop an admissions process that is competitive for the highest quality candidates.
   
ii. Consider changing the proportion of in-state to out-of-state students.
   
iii. Aggressively recruit students to achieve a balanced class including demographic, specialty and geographic representation. *(Links to Strategy 4.2)*
   
iv. Develop methods for recruiting and supporting foreign students.
   
v. Leverage faculty interests and strengths to offer unique opportunities for students that attract the best and brightest (e.g. global experience, STAR program, dual degree programs).
   
vi. Develop graduate training partnerships with government, agriculture and private industry.
   
vii. Identify areas of excellence for post-graduate training.
Strategy 1.1

Attract, mentor and support the best and brightest students and trainees. (cont’d)

Tactics:

b. Provide a more supportive environment for students.
   i. Query students to assess satisfaction and unmet needs.
   ii. Benchmark best practices at other institutions.

c. Address the economic impact of rising University of California student fees.
   i. Prospectively determine a reasonable financial burden for SVM students and develop an approach to support students accordingly.
   ii. Improve student programming and curriculum to educate students about the cost of debt and future income.
   iii. Pursue philanthropy specifically to support financial aid.

d. Explore the development of an undergraduate pre-veterinary medicine major at UC Davis.

e. Foster strong relationships with the California State University System as a pipeline for students interested in animal agriculture; consider reinstating masters degrees programs. (Links to Strategy 7.1)
Strategy 1.2  Design curriculum and training programs to meet current and future societal needs.

Tactics:

a. Identify needs and interests of students and society and develop educational programs to meet those needs.

b. Develop future academic leaders in veterinary medicine. (Links to Strategy 3.2)
   i. Create alternative (shorter) educational paths for students interested in pursuing academic careers.
   ii. Identify resources to fund high-quality graduate students.
   iii. Establish a pre-faculty mentoring program.
   iv. Develop advanced training (clinical and research fellowship) opportunities.
   v. Increase the number of training grants.
   vi. Provide support for transition between graduate clinical training and graduate research training.

c. Prepare veterinarians who are trained to address the requirements of their profession, as well as broad societal needs.
   i. Define the clinical end product that meets the needs of society.
   ii. Ensure that students are prepared for entry-level clinical practice, primary care work, and business management skills required in veterinary practice.
   iii. Encourage students to apply for relevant awards to enhance their ability to practice in rural areas.
Strategy 1.2

Design curriculum and training programs to meet current and future societal needs. *(cont’d)*

**Tactics:**

d. Ensure that all educational programs offer interdisciplinary experiences.

e. Provide career development support and training for all.
   i. Incorporate leadership training into all educational programs.
   ii. Develop mechanisms to track success of graduates.

f. Regularly evaluate and improve curriculum to ensure that it produces the desired result.
Strategy 1.3  Lead the field of veterinary medicine by sharing educational expertise and best practices locally, nationally and internationally.

Tactics:

a. Conduct and publish peer-reviewed research on educational methodology.

b. Consider marketing educational programs that advance veterinary medicine.

c. Evaluate the School’s use of distance learning to enhance its effectiveness.
   i. Expand fee-based continuing education online.
   ii. Provide web-based international graduate training programs.

d. Advance the development of a center of excellence related to Food Animal Veterinary Medicine for the Western U.S.

e. Explore regional collaborative efforts to share educational resources between vet schools. (Links to Strategy 7.1)

f. Consider the development of a teaching academy to foster best practices in teaching.

g. Recognize and reward educational investment, innovation and scholarship in faculty and staff career advancement.
## GOAL 2:
Be at the forefront of high-impact, transdisciplinary research.

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Strategy 2.1

Provide supportive infrastructure and efficient services to facilitate research.

**Tactics:**

a. Define shared resources and appropriate policies to fund and administer them.
   - i. Prioritize support for shared resources that maximize the missions of the School.
   - ii. Develop a centralized list of shared resources and post on school website.
   - iii. Link to ongoing campus efforts in this area.

b. Create electronic tools for centralized grants administration.

c. Develop standard protocols for facilitating collaborations with outside agencies, including corporate entities. *(Links to Strategy 7.1)*

d. Ensure that discoveries are appropriately converted to intellectual property.
   - i. Strengthen linkages with the UC Davis Office of Innovation Access.
   - ii. Develop staff expertise in SVM to facilitate innovation access.
Goal 2: Be at the forefront of high-impact transdisciplinary research.

**Strategy 2.2**

**Actively pursue transdisciplinary research programs and extramural support.**

**Tactics:**

a. **Develop mechanisms to promote collaboration internally and externally.**
   
   i. Offer departmental research seminars.
   
   ii. Leverage resources available within the School and University to fund interdisciplinary pilot projects and small grants.
   
   iii. Identify problems around which faculty can collaborate in the development of solutions.
   
   iv. Communicate discoveries to appropriate constituent groups.

b. **Invest in graduate students to facilitate interdisciplinary collaboration.**
   
   i. Strengthen support available for graduate students to work in faculty labs.
   
   ii. Link graduate students through cross campus affinity groups.
   
   iii. Support NIH training grant applications and administration.
   
   iv. Identify philanthropic funds to support graduate students.
Actively pursue transdisciplinary research programs and extramural support. (Cont’d)

**Tactics:**

c. **Target programmatic grants.**
   
   i. Benchmark best practices in other schools and programs that have been successful at pursuing program project and center grants.
   
   ii. Provide staff support to facilitate program project grant submissions, either internally or by taking advantage of campus resources.

d. **Develop a criteria-based process for assessing programmatic investments; consider the following as preliminary criteria:**
   
   i. Addresses an important societal need;
   
   ii. Supports a transdisciplinary approach;
   
   iii. Philanthropic or extramural support likely to be available;
   
   iv. Builds upon existing strength (leadership, faculty expertise, infrastructure, etc.);
   
   v. Aligned with campus initiatives/priorities;
   
   vi. Novel program that will differentiate the school.
**Strategy 2.2**

Actively pursue transdisciplinary research programs and extramural support. *(Cont’d)*

**Tactics:**

e. Recruit faculty to develop and support identified themes.

f. Work with the Committee for Academic Personnel to ensure that collaborative research is recognized and rewarded in faculty promotions.

g. Pursue research collaborations with schools and other organizations outside of UC Davis. *(Links to Strategy 7.1)*
### Strategies and Tactics Supporting Each Goal

| Strategy 3.1 | Provide outstanding patient care in an efficient, compassionate and service-oriented manner. |
| Strategy 3.2 | Foster excellence in clinical teaching. |
| Strategy 3.3 | Capitalize on the large and diverse clinical caseload to support excellence in translational and clinical research. |
| Strategy 3.4 | Establish and nurture client relationships that enhance philanthropic support. |

**GOAL 3:**
Provide cutting-edge clinical programs that support education, research and service.
**Goal 3: Provide cutting-edge clinical programs that support education, research and service.**

**Strategy 3.1**

Provide outstanding patient care in an efficient, compassionate and service-oriented manner.

**Tactics:**

a. **Strengthen the teaching hospital and clinical programs.**
   i. Proactively plan for state-of-the-art facilities and equipment.
   ii. Rebrand the VMTH to increase public recognition and support for the role that the teaching hospital plays in education and research. (*Links to Strategy 5.3*)
   iii. Recruit and retain top clinical faculty and staff.
   iv. Engage in clinical programmatic planning along species and disciplinary lines.
   v. Reorient operations to meet market needs.
Strategy 3.1

Provide outstanding patient care in an efficient, compassionate and service-oriented manner. (cont’d)

Tactics:

b. Explore effective models to expand the School’s clinical program outreach; consider the following:

i. Community-based practices run by the School of Veterinary Medicine;

ii. Collaborations with outside practices;

iii. Joint clinics in partnership with UCDHS in outlying area for animals and people. (OneHealth);

iv. Clinical facility on Sacramento campus;

v. Environmental consulting services in rural practice; and

vi. Expanded use of telemedicine.
**Strategy 3.2**

Foster excellence in clinical teaching.

**Tactics:**

a. Align residency programs with programmatic goals and societal needs.

b. Elevate research and scholarly activities in the clinical training program.
   i. Provide protected time and opportunities for research.
   ii. Foster closer interactions between graduate academic and graduate clinical students.
   iii. Actively engage and mentor residents in clinical teaching and basic research.

c. Mentor exceptional residents and researchers into academic careers. *(Links to Strategy 1.2)*
   i. Focus resources to support resident transition to graduate training programs and vice versa.

d. Develop clinical experiences with appropriate clinical partners.
Strategy 3.3

Capitalize on the large and diverse clinical caseload to support excellence in translational and clinical research.

Tactics:

a. Promote a culture that recognizes and encourages clinical and translational research.

b. Establish a comprehensive clinical trials program.
   i. Better communicate clinical research across School; highlight in rounds and seminars.
   ii. Market clinical trials to patients and referring veterinarians.

c. Develop translational research core as a shared resource within the hospital, including the following:
   i. Shared research lab space;
   ii. Co-location of basic labs within clinical areas by programmatic theme;
   iii. Network of faculty and graduate student mentors for residents;
   iv. Grand rounds, seminar series, onboarding procedures to align basic scientists and clinicians.
Strategy 3.4: Establish and nurture client relationships that enhance philanthropic support.

**Tactics:**

a. Engage SVM community in building relationships with grateful clients and long-term donors.

b. Leverage clinic to generate interest in School and its programs amongst donors.
   i. Promote clinical programs that are aligned with innovative research programs.
   ii. Educate the SVM community on the role of clinical personnel in converting grateful clients into generous donors.
   iii. Establish a donor recognition wall.

c. Establish clear, focused programmatic goals to facilitate fundraising and support research that advances clinical medicine.
   i. Develop criteria to identify programs for focused development.
   ii. Ensure that residency programs are aligned with programmatic goals.
   iii. Ensure that programs meet societal needs.
## Strategies and Tactics Supporting Each Goal

### GOAL 4:
Advance the well-being of animals and people in California and around the globe.

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Goal 4: Advance the well-being of animals and people in California and around the globe.

**Strategy 4.1**

Identify pressing societal problems where the School can make an impact and align efforts to develop meaningful solutions.

**Tactics:**

a. Engage community leaders and stakeholders in identifying societal problems for focused efforts. *(Links to Strategy 7.1)*

b. Document SVM’s contributions to society and the State of California.
   i. Define the societal and economic impact of the School’s programs; commission a study or develop a collaborative project with the School of Management.

c. Ensure that the SVM responds to regional and State needs. *(Links to Strategy 7.1)*
   i. Engage in external relations to promote School initiatives with government agencies and representatives.
   ii. Link with campus government relations to identify opportunities for interacting with government leaders.
   iii. Capitalize on geographic proximity to Sacramento; get legislators and their staff on site.
   iv. Train and provide faculty with the skills, approaches and techniques for effective communication in presentations, press conferences and legislative testimony.
Strategy 4.1

Identify pressing societal problems where the School can make an impact and align efforts to develop meaningful solutions. (cont’d)

Tactics:

d. Improve public understanding of the role of veterinarians in the health of animals, people and the environment. (Links to Strategy 5.1)
   
i. Develop a concise summary of SVM success stories and research accomplishments.
   
ii. Teach students to promote veterinary medicine as a profession and resource.
   
iii. Reengage faculty in communication activities to better define how SVM work benefits animals and humans.
   
iv. Organize and host symposia around issues of importance (e.g., food safety).

e. Coordinate expertise to deliver effective outreach and extension programs to key stakeholders and decision makers.
Strategy 4.2

Broaden the diversity of the veterinary medicine community at UC Davis and beyond.

**Tactics:**

a. Create a diversity advisory group, including alumni and other veterinary professionals, to facilitate outreach in minority communities.

b. Clarify the relevance of Veterinary Medicine to underrepresented minority (URM) communities.

c. Provide mentorship and support for incoming URM students.

d. Partner with community practice groups to increase exposure of URM communities to veterinary medical practice.

e. Develop a pipeline of URM candidates. *(Links to Strategy 7.1)*
   
   i. Work with existing K-12 programs to expose students to the field of veterinary medicine.

   ii. Leverage the creation of a pre-veterinary program at UC Davis.

   iii. Tap into URM undergraduates interested in health, environment, and agriculture.

   iv. Broaden admissions requirements to improve recruitment of URM candidates.

   v. Tap into Veterinary Technician training programs to enhance diversity in applicant pool.
## GOAL 5:
Ensure effective school-wide management infrastructure and sustainable financial resources for the future.

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Goal 5: Ensure effective school-wide management infrastructure and sustainable financial resources for the future.

**Strategy 5.1**

Optimize the financial position of School of Veterinary Medicine.

**Tactics:**

a. Optimize the School’s position within the new UC Davis incentive-based budget.
   i. Get feedback from constituency groups throughout the budget process.
   ii. Proactively participate in the campus budget process to ensure that the impact of proposed policies on SVM is well-understood.

b. Examine opportunities to collaborate with vendors in accordance with vendor relations policies.

c. Develop a comprehensive assessment of the VMTH financial model.
   i. Assess resource investments in light of contributions to teaching, research, service and fundraising.
   ii. Conduct an in-depth benchmark assessment to determine opportunities in greatest need for improvement, cost efficiencies, etc.

d. Work with national groups to improve consistency of financial data in AAVMC Comparative Data Report.

e. Understand the impact of pending retirements on future School finances.
**Strategy 5.2**

*Strengthen internal communication, transparency and collaboration.*

**Tactics:**

a. Develop an annual State of the School address.

b. Increase collaboration and engagement between basic and clinical faculty.

c. Better communicate the SVM organizational structure internally and externally. *(Links to Strategy 5.4)*

d. Share innovative entrepreneurial ideas across the SVM.

e. Communicate regularly with all faculty, staff and students using a variety of communication modalities.

f. Disseminate information about strategic planning.

g. Publish a faculty recruitment plan linked to the strategic plan. *(Links to Strategy 6.1)*
Strategy 5.3

Elevate the School’s capability in marketing, branding and public relations.

Tactics:

a. Present a more unified brand identity for the School; retire ancillary brands.
   i. Adopt standardized marks and logos for stationary, signage, business cards, etc.
   ii. Develop focused and consistent talking points for the School.
   iii. Determine how to respond to inquiries; who will answer the phone; who will speak on behalf of the school.
   iv. Align branding with university standards.

b. Develop a school-wide communication and marketing plan.

c. Rebrand the VMTH to increase public recognition and support for the role that the teaching hospital plays in education and research. *(Links to Strategy 3.1)*

d. Leverage university expertise in marketing and public relations.

e. Expand strategic advertising on focused programs.
Strategy 5.4

Review and optimize the School’s organizational structure.

**Tactics:**

a. Create an optimal organizational structure that supports the strategic plan.

b. Clearly define the units within the organization by creating standard definitions for departments, programs, centers, and institutes.

c. Implement regular evaluations of units within the School to improve efficiency and assess continued relevance to the mission.

d. Develop a leadership succession plan.

e. Mentor the next generation of staff and faculty leaders.
### GOAL 6:
Recruit, retain and cultivate excellent and productive faculty and staff.

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Goal 6: Recruit, retain and cultivate excellent and productive faculty and staff.

**Strategy 6.1**

Recruit faculty as needed to support strategic initiatives and for succession planning.

**Tactics:**

a. Aggressively recruit and retain superb faculty.
   
   i. Clearly identify and promote the positive aspects of being a faculty member at UC Davis and the SVM (collaborative opportunities, lifestyle, etc.).
   
   ii. Track and address success/failure in recruitment.
   
   iii. Measure the impact of UC faculty promotions policies and compare to competitors.
   
   iv. Streamline and speed up the recruitment process.
   
   v. Optimize the onboarding process to ensure a smooth transition for new faculty.
   
   vi. Improve communication with candidates throughout the process.
   
   vii. Explore options to address the high cost-of-living in Davis; leverage campus programs that address this problem.
Recruit faculty as needed to support strategic initiatives and for succession planning. (cont’d)

**Tactics:**

b. Develop a collaborative strategic process for faculty recruitment.
   
i. Identify faculty with targeted traits (e.g. collaboration, meets identified programmatic needs).
   
ii. Determine the future role of non-DVM faculty within the School of Veterinary Medicine.
   
iii. Ensure that recruitment plans include succession planning.
   
iv. Consider recruitments in light of school-wide needs and priorities.

c. Create a pipeline of talented SVM students and trainees with the greatest potential to succeed as faculty.
Strategy 6.2 Provide a supportive environment to foster faculty and staff success.

Tactics:

a. Implement a faculty compensation plan.
   i. Work towards market-driven compensation.
   ii. Recognize faculty contributions in clinical, research, education and service areas.
   iii. Develop accurate information on market salaries; consider local cost-of-living.
   iv. Offer incentives to promote teamwork and collaboration.

b. Recognize staff contributions in clinical, research, education and service areas.

c. Establish a faculty, staff and leadership mentorship program to ensure career success.
   i. Build upon best practices that exist within SVM and in other UCD Schools.

d. Identify and promote faculty and staff strengths, internally and externally.

e. Provide seed funding to support junior faculty and bridge funding for senior faculty.

f. Ensure a supportive work environment and appropriate work-life balance.
   i. Identify supportive services needed.
   ii. Retain expertise to facilitate cultural changes needed to enhance the work environment.
   iii. Maintain a commitment to supporting sabbaticals; retain replacement faculty as needed.
### GOAL 7: Build strong collaborations across UC Davis and with other academic, government, agricultural and business partners.

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Goal 7: Build strong collaborations across UC Davis and with other academic, government, agricultural and business partners.

**Strategy 7.1**

**Strengthen external collaboration in all mission areas.**

**Tactics:**

a. **Lead UC System initiatives in veterinary medicine.**
   
i. Leverage our position as the only University of California school of veterinary medicine to take a leading role as a government advisor on animal health-related issues and their relationship to human and environmental health. *(Links to Strategy 4.1)*
   
a. Play a leading role in determining the number and types of veterinarians the University of California should be producing.
   
b. Consider providing joint graduate training experiences at UC San Diego campus (e.g., Comparative/Experimental Pathology).
   
c. Participate in the UC Global Health initiative.

b. **Collaborate with industry and agriculture.** *(Links to Strategies 4.1 and 4.3)*
   
i. Offer outreach and extension programs that meet identified needs.
   
ii. Pursue philanthropic support from these sources.
Strategy 7.1: Strengthen external collaboration in all mission areas. (cont’d)

Tactics:

c. Increase interactions with non-governmental organizations and non-profit organizations.

d. Strengthen relationships with other academic institutions.

i. Continue to build relationships with institutions that serve as pipelines for students who meet specific programmatic needs (e.g., rural, underrepresented minority, etc.)  (Links to Strategies 1.1 and 4.2)

ii. Collaborate with other Schools of Veterinary Medicine to support innovative educational approaches.  (Links to Strategy 1.3)

iii. Promote SVM translational research expertise to health professional schools outside of UC Davis.
Strategy 7.2  
Promote collaboration with other schools and programs at UC Davis.

**Tactics:**

a. Utilize graduate training programs to increase collaborations with other UC Davis Schools and Colleges.

b. Explore joint faculty recruitments.

c. Encourage participation of representatives from other schools on SVM search committees.

d. Catalog faculty expertise and interests.
   
   i. Develop a complete inventory of faculty partnerships and leadership roles.
   
   ii. Create a searchable portal.

e. Catalog instances of successful collaboration.

f. Actively promote faculty participation in leadership roles on campus.

g. Optimize and reward SVM faculty participation in undergraduate teaching.

h. Explore the development of an undergraduate pre-professional curriculum with SVM, School of Medicine (SOM) and School of Nursing (SON).
Promote collaboration with other Schools and programs at UC Davis. (cont’d)

**Tactics:**

i. **Build upon dean-to-dean communication to identify collaborative opportunities.**

j. **Develop highly focused effort to strengthen alliance between the School of Veterinary Medicine and the School of Medicine (SOM).**

   i. Bring SOM faculty to Vet School campus.
   ii. Utilize technology to bridge geographic distance from Sacramento campus.
   iii. Offer medical school clinical fellows opportunities on vet school campus.
   iv. Specifically link with units of the SOM (e.g., Cancer Center)
   v. Explore the use of telemedicine to offer a virtual “one health” clinic.
   vi. Offer zoonotic disease/eco-health training to medical school students.
Phase III: Implementing the Plan
Implementation and Tracking Mechanisms Are Key Outcomes

...Planning is an on-going, continuous process

- Successful execution is key
- Balance between strategic & operational pressures must be maintained
- Goals and strategies in the original strategic plan should be periodically assessed and adjusted to meet changing market conditions – to make the Plan a “living document”
## Strategic Plan Implementation: Keys to Success

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Identify Top Priority Strategies</strong></td>
<td>Identify those strategies for immediate implementation.</td>
</tr>
<tr>
<td>2. <strong>Assign Accountability</strong></td>
<td>Identify “champions” (individuals and/or teams) for each strategy, particularly important for high priority strategies; champions will serve as the catalyst to drive the implementation process; ensure champions have a clear reporting relationship to well-defined leader(s) overseeing all of plan implementation.</td>
</tr>
<tr>
<td>3. <strong>Clarity Implementation Tasks</strong></td>
<td>Charge implementation champions and teams with refining tactics and developing business plans, where needed. Resource needs should be identified.</td>
</tr>
<tr>
<td>4. <strong>Link Plan to Other Long-range &amp; Operational Plans</strong></td>
<td>Ensure that Strategic Plan drives budgets, long-range financial planning, capital campaigns, management objectives and individual performance objectives.</td>
</tr>
<tr>
<td>5. <strong>Monitor Progress</strong></td>
<td>Develop and track objective measures of implementation progress through “dashboards”; regularly review dashboards and plan progress with the implementation leaders.</td>
</tr>
<tr>
<td>6. <strong>Communicate Results</strong></td>
<td>Ensure communication of the Strategic Plan and progress towards implementation.</td>
</tr>
<tr>
<td>#</td>
<td>STRATEGY</td>
</tr>
<tr>
<td>-------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
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<td>1.1</td>
<td>Attract, mentor and support the best and brightest students and trainees.</td>
</tr>
<tr>
<td>1.2</td>
<td>Design curriculum and training programs to meet current and future societal needs.</td>
</tr>
<tr>
<td>1.3</td>
<td>Lead the field of veterinary medicine by sharing educational expertise and best practices locally, nationally and internationally.</td>
</tr>
<tr>
<td>2.1</td>
<td>Provide supportive infrastructure and efficient services to facilitate research.</td>
</tr>
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<td>2.2</td>
<td>Actively pursue transdisciplinary research programs and extramural support.</td>
</tr>
<tr>
<td>3.1</td>
<td>Provide outstanding patient care in an efficient, compassionate and service-oriented manner.</td>
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<td>3.2</td>
<td>Foster excellence in clinical teaching.</td>
</tr>
<tr>
<td>3.3</td>
<td>Capitalize on the large and diverse clinical caseload to support excellence in translational and clinical research.</td>
</tr>
<tr>
<td>3.4</td>
<td>Establish and nurture client relationships that enhance philanthropic support.</td>
</tr>
<tr>
<td>4.1</td>
<td>Identify pressing societal problems where the School can make an impact and align efforts to develop meaningful solutions.</td>
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<tr>
<td>4.2</td>
<td>Broaden the diversity of the veterinary medicine community at UC Davis and beyond.</td>
</tr>
<tr>
<td>5.1</td>
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<td>Strengthen internal communication, transparency and collaboration.</td>
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<tr>
<td>5.3</td>
<td>Elevate the School's capability in marketing, branding and public relations.</td>
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<td>Review and optimize the School's organizational structure.</td>
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<tr>
<td>7.1</td>
<td>Strengthen external collaboration in all mission areas.</td>
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<td>7.2</td>
<td>Promote collaboration with other schools and programs at UC Davis.</td>
</tr>
</tbody>
</table>
Roles and Responsibilities of Strategy Champions

1. Identify 2 individuals to serve as Champions of sub goals on a Strategy Implementation Team to assist with implementation of the strategy.

2. Hold regular meetings with Implementation Team.

3. Work with Implementation Team to review and refine tactics.

4. Identify an accountable team member and a timeline for each tactic.

5. Collaborate with VMDO liaison to identify strategies, timelines, and resources that may be required to implement the strategy.

6. Report progress to the Strategic Planning Implementation Team on a quarterly or semi-annual basis.

7. Assist with collection of relevant data to track and monitor success.
# Goals & Strategies - Strategy Champions & Administrative Liaisons

<table>
<thead>
<tr>
<th>Goals &amp; Strategies</th>
<th>Strategy Champions &amp; Administrative Liaisons</th>
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<tbody>
<tr>
<td><strong>Goal 1</strong> Educate world leaders in academic veterinary medicine, veterinary practice, public &amp; environmental health</td>
<td>Jan Ilkiw, Rance LeFebvre</td>
</tr>
<tr>
<td>1.1 Attract, mentor and support the best and brightest students and trainees.</td>
<td>Danika Bannasch; Chris Kreuder-Johnson</td>
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<td>1.2 Design curriculum and training programs to meet current and future societal needs.</td>
<td>Dori Borjesson; Joie Watson</td>
</tr>
<tr>
<td>1.3 Lead the field of veterinary medicine, share educational expertise and best practices locally, nationally, internationally</td>
<td>Terry Lehenbauer; Matt Mellema</td>
</tr>
<tr>
<td><strong>Goal 2</strong> Be at the forefront of high-impact transdisciplinary research</td>
<td>Kent Lloyd</td>
</tr>
<tr>
<td>2.1 Provide supportive infrastructure and efficient services to facilitate research.</td>
<td>Chris Murphy; Clare Yellowley</td>
</tr>
<tr>
<td>2.2 Actively pursue transdisciplinary research programs and extramural support.</td>
<td>Pam Lein; Bart Weimer</td>
</tr>
<tr>
<td><strong>Goal 3</strong> Provide cutting-edge clinical programs that support education, research and service</td>
<td>David Wilson, Tom Venturino</td>
</tr>
<tr>
<td>3.1 Provide outstanding patient care in an efficient, compassionate and service-oriented manner.</td>
<td>Penny Farnham; David Maggs; Andrea Fascetti; Nicola Pusterla</td>
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<td>3.2 Foster excellence in clinical teaching.</td>
<td>Gary Magdesian; Rachel Pollard; Bill Culp; Karl Jandrey</td>
</tr>
<tr>
<td>3.3 Capitalize on the large and diverse clinical caseload to support excellence in translational and clinical research.</td>
<td>Julie Meadows; Mary Beth Whitcomb</td>
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<td>3.4 Establish and foster client relationships that enhance philanthropic support.</td>
<td>Walter Boyce; Geraldine Hunt</td>
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<tr>
<td><strong>Goal 4</strong> Advance the well-being of animals and people in California and around the globe</td>
<td>Michael Lairmore, John Pascoe</td>
</tr>
<tr>
<td>4.1 Identify societal problems where the School can make an impact and align efforts to develop meaningful solutions.</td>
<td>Rob Atwill; Pat Conrad</td>
</tr>
<tr>
<td>4.2 Broaden the diversity of the veterinary medicine community at UC Davis and beyond.</td>
<td>Harold Davis; Cheryl Scott</td>
</tr>
<tr>
<td><strong>Goal 5</strong> Ensure effective school-wide management infrastructure and sustainable financial resources for the future</td>
<td>Doreen Franke, Linda Ybarra</td>
</tr>
<tr>
<td>5.1 Optimize the financial position of the School of Veterinary Medicine.</td>
<td>Pam Mazanet-Belleau; Sean Owens</td>
</tr>
<tr>
<td>5.2 Strengthen internal communication, transparency and collaboration.</td>
<td>Phil Kass; Birgit Puschner</td>
</tr>
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<td>5.3 Elevate the School's capability in marketing, branding and public relations.</td>
<td>Julie Meadows; Mary Beth Whitcomb</td>
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<td>5.4 Review and optimize the School’s organizational structure.</td>
<td>Walter Boyce; Geraldine Hunt</td>
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<tr>
<td><strong>Goal 6</strong> Recruit, retain and cultivate excellent and productive faculty and staff</td>
<td>John Pascoe</td>
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<tr>
<td>6.1 Recruit faculty as needed to support strategic initiatives and for succession planning.</td>
<td>Brian Murphy; Isaac Pessah; Lisa Miller; Lisa Tell;</td>
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<tr>
<td>6.2 Provide a supportive environment to foster faculty and staff success.</td>
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</tr>
<tr>
<td><strong>Goal 7</strong> Build strong collaborations across UCD &amp; with other academic, government, agricultural &amp; business partners</td>
<td>Michael Lairmore</td>
</tr>
<tr>
<td>7.1 Strengthen external collaboration in all mission areas.</td>
<td>Rich Breitmeyer; Jonna Mazet</td>
</tr>
<tr>
<td>7.2 Promote collaboration with other schools and programs at UC Davis.</td>
<td>Xinbin Chen; Stephen McSorley</td>
</tr>
<tr>
<td>Goals</td>
<td>Examples of Metrics</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| 1. Educate world leaders in academic veterinary medicine, veterinary medical practice, public and environmental health. | • Academic profile of incoming students  
• Student and trainee satisfaction  
• Training grants  
• Job placement success  
• Student indebtedness |
| 2. Be at the forefront of high-impact transdisciplinary research.     | • Research funding (total and compared to peers)  
• Peer-reviewed publication (# and impact)  
• Licenses, patents, royalties  
• Number of program project and center grants |
| 3. Provide cutting-edge clinical programs that support education, research and service. | • Caseload and service mix  
• Client satisfaction rates  
• Board passage rates  
• Clinical trials enrollment  
• Fundraising from grateful clients |
| 4. Advance the well-being of animals and people in California and around the globe. | • Number of invited presentations  
• Mentions in the popular press  
• Student, trainee, faculty and staff demographics  
• Number of extension and outreach programs |
| 5. Ensure effective school-wide management infrastructure and sustainable financial resources for the future. | • Attainment of financial targets  
• Faculty and staff satisfaction |
| 6. Recruit, retain and cultivate excellent and productive faculty and staff. | • Turnover and vacancy rates  
• Length of time for recruitment  
• Number of applications for positions |
| 7. Build strong collaborations across UC Davis and with other academic, government, agricultural and business partners. | • Number of collaborative projects  
• Philanthropic and consulting income |
### Example Chart for Phased Implementation and Progress Reporting

<table>
<thead>
<tr>
<th>Phase I Strategies (N = 7)</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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</thead>
<tbody>
<tr>
<td>Implementation Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Launch Tactical Execution</td>
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<td></td>
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<tr>
<td>6-Month Progress Report</td>
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<td>X</td>
<td>X</td>
<td>X</td>
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<tr>
<td>Annual Progress Report</td>
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<table>
<thead>
<tr>
<th>Phase II Strategies (N = 5)</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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