

State of School Address 2012

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**Dean
School of Veterinary Medicine
University of California
Davis, California**

Four Basic Questions Addressed During Strategic Planning:

- ***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



Mission

**Advance the Health of
Animals, People and the
Environment**

Vision

**Leading Veterinary Medicine
Addressing Societal Needs**



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.**

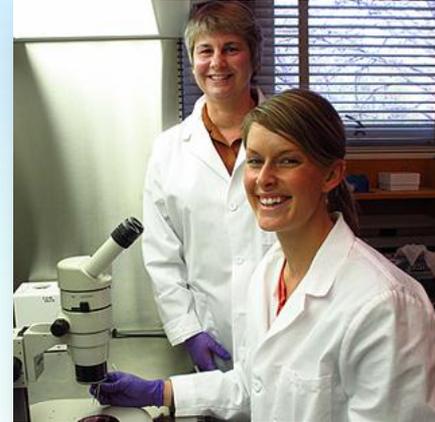
Attract, mentor and support the best and brightest students and trainees – Veterinary Students



- *Admissions Task Force, faculty vote pending to update criteria and interview process*
- Prepared for entry-level clinical practice, primary care work, and business management skills required in veterinary practice
- *Hire staff member with financial counseling knowledge and skills and improve education of students about the cost of debt and future income*
- Aggressively recruit students to achieve a balanced class including demographic, specialty and geographic representation

Attract, mentor and support the best and brightest students and trainees – Residents and Graduate Students

- Identify resources to fund high-quality graduate students
- Develop advanced training (clinical and research fellowship) opportunities
- Increase the number of training grants
- Provide support for transition between graduate clinical training and graduate research training



Dr. Paula Goines is the first Hartwell Fellowship recipient from UC Davis.

(foreground), postdoctoral researcher in SVM Department of Molecular Biosciences mentored by Pamela Lein, professor of neurotoxicology

Lead the field of veterinary medicine by sharing educational expertise and best practices locally, nationally and internationally

- Conduct and publish peer-reviewed research on educational methodology
- Advance the development of a center of excellence related to Food Animal Veterinary Medicine for the Western U.S.
- Explore regional collaborative efforts to share educational resources between veterinary schools
- Development of a teaching academy to foster best practices in teaching

Example March 2012 - Consortium of Western Regional Colleges of Veterinary Medicine formed to creatively leverage resources to create a regional Teaching Academy to benefit our faculty and our students. Our representatives include Drs. Joie Watson and Jan Ilkiw

Design curriculum and training programs to meet current and future societal needs

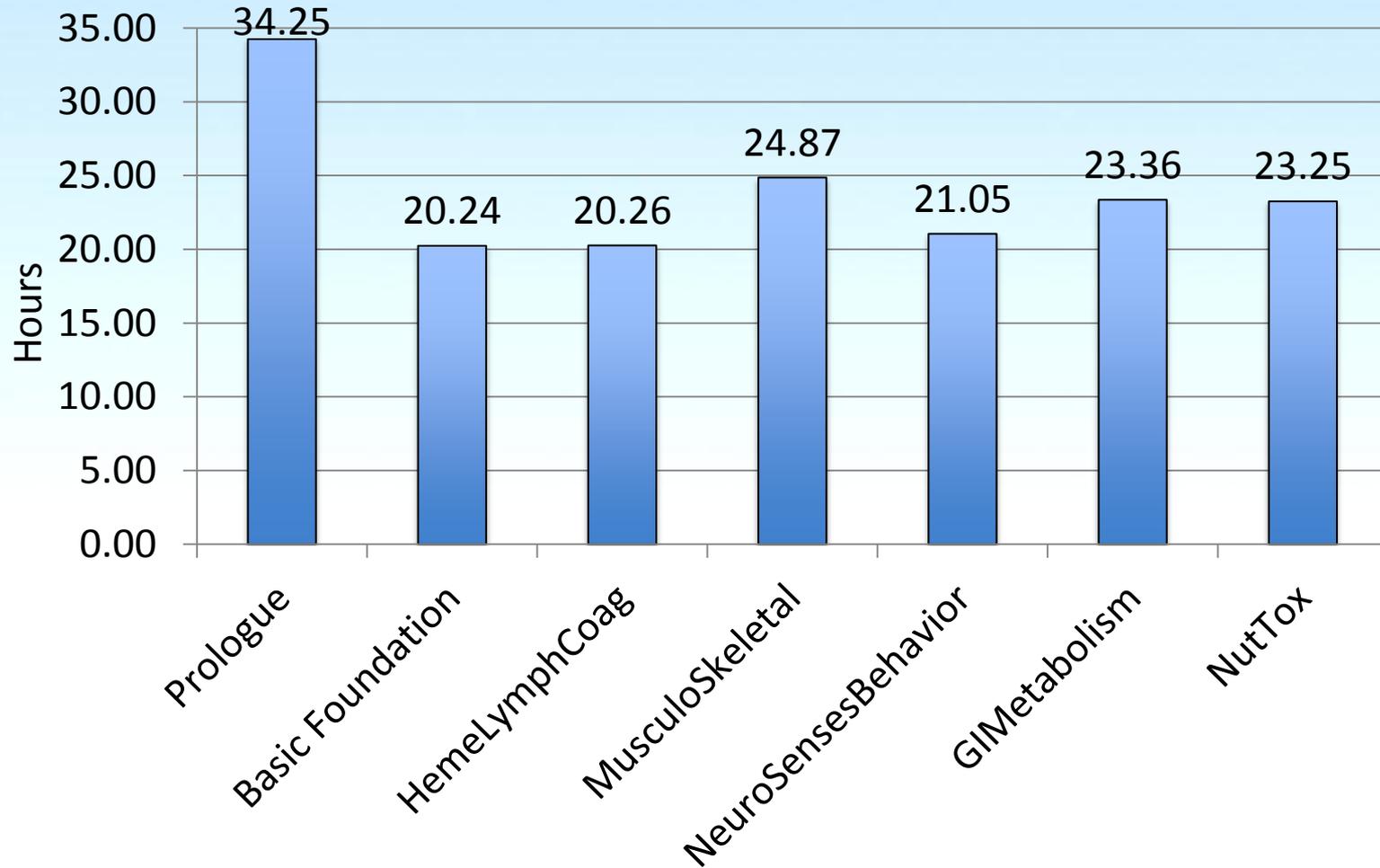
- Began 2004, launched August 15, 2011 with the Class of 2015
- Adult Education Principles, integrated, web--based framework, detailed mapping

DVM Learning Outcomes

1. Basic science, paraclinical and clinical knowledge
2. Business
3. Communication skills
4. Entry--level clinical skills
5. Ethics
6. **Problem solving, critical thinking and life--long learning skills**
7. Professionalism
8. Public, environmental, and animal population health

New Curriculum

Hours/Week



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.**

Research Awards 2011-2012

May 1, 2011 to April 30, 2012

Total Research Award Activities, SVM	Number	\$ Amount
Extramural Grants	152	\$61,573,198
Contracts	61	\$24,661,900
Total	213	\$86,253,098

Source: Association of American Veterinary Medical Colleges, Comparative Data Report, 2010-11, Table 57.

Provide supportive infrastructure and efficient services to facilitate research.



- Four-story, 76,000-square-foot research building
- PHR, VMB, APC, and One Health Institute
- 50 faculty - > 24 disciplines and ~40 student-faculty research teams, laboratory and support staff



- Building Common
- Building Support
- Circulation
- Lab
- Lab Support
- Office
- Open Office
- Research Support



Second and Third Floor Plans

Veterinary Medicine 3B

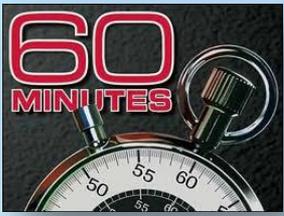
UNIVERSITY OF CALIFORNIA, DAVIS

Actively pursue transdisciplinary research programs and extramural support.

Ensure that discoveries are appropriately converted to intellectual property.

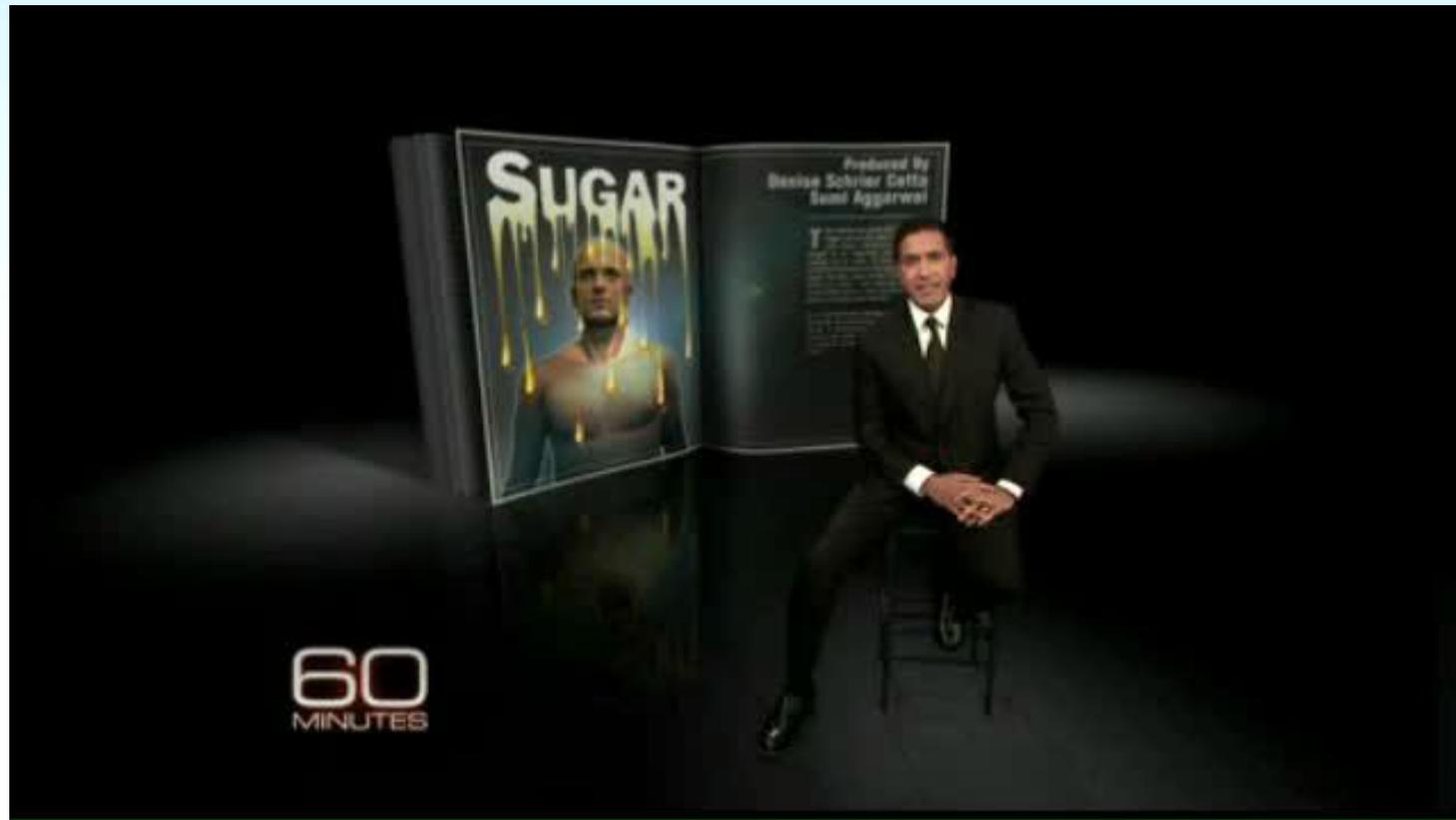
- Strengthen linkages with the UC Davis Office of Technology Transfer
- Develop staff expertise in SVM to facilitate innovation access





Animal and Human Health Impact Obesity and Sugar

April 11, 2012 - Kimber Stanhope, PhD, RD, a project scientist in the SVM Department of Molecular Biosciences on "60 Minutes - Is Sugar Toxic?"



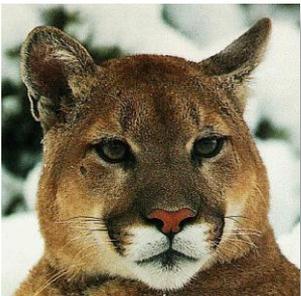
Environment and Livestock Research Impact



- Cost-effectiveness tests to identify *Mycoplasma mastitis*
- Rapid test for toxins and infectious agents of biosecurity concern
- Diagnosis of viral diseases in poultry
- Studies of *Cryptosporidium* shedding and environmental transport through aquifers
- Nutritional strategies for production while minimizing environmental impact

Impact on Wildlife Important to California and Society

- ID new pathogenic species of *Bartonella* in wildlife
- Social networks in the health of captive and wild animal populations
- Genetic investigation and conservation California's endemic and endangered bird and mammal wildlife
- WHC - largest, most comprehensive wildlife disease surveillance (2010-2012 - ~25,000 samples in 20 countries), developed pathogen discovery capacity in 17 labs & discovered 150 novel viruses in wildlife



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.**

Outstanding patient care in an efficient, compassionate and service-oriented manner



Strengthen the teaching hospital and clinical programs

- Proactively plan for state-of-the-art facilities and equipment
 - *Deployment of T-Mobile mobile phone system to replace Sprint/Nextel*
 - *Online ordering of lab tests system being piloted by Community Practice*
- Reorient operations to meet market needs and rebrand the VMTH to increase public recognition and support
 - *New staff position under recruitment – VMTH focused Marketing and Communications*



Recruit and Retain High Quality Faculty and Staff



Dr. Anita Varga (VME) staff veterinarian in Livestock Medicine



Dr. Steven Epstein (VSR) Assistant Professor of Clinical Emergency Medicine and Critical Care



Dr. Luisa (Catalina) Cabrera (VME) staff veterinarian in Livestock Herd Health and Reproduction



Dr. Jonathan Dear (VME) staff veterinarian in Small Animal Medicine.

- Dr. Bruce Christenson - Assistant Professor in Equine/Comparative Reproduction, will be joining us this summer (PHR)
- Dr. Rodrigo Gallardo, Poultry Infectious Disease specialist, will be joining us this summer (PHR)
- Dr. Ghislaine Dujovne Gallardo will be joining us this summer in Equine/Comparative Reproduction (PHR)
- Currently recruiting for faculty positions in Cardiology, Equine Lameness, Small Animal Orthopedics.

Foster excellence in clinical teaching

Elevate research and scholarly activities in the clinical training program.

- Provide protected time and opportunities for research.
- Foster closer interactions between graduate academic and graduate clinical students.
- Actively engage and mentor residents in clinical teaching and basic research.



- Monica Aleman, MVZ Cert., PhD, Dipl. ACVIM, 2012 recipient of the Annual Residents' Award from the American Association of Veterinary Clinicians

3 residents (Ana Nemec, Amy Farcas and Rebecca Sammak attended the first AAVC Resident Professional Development and Leadership Conference.



- Linda Barter, BSc, MVSc, PhD, DACVA, recipient of the 2011 Pfizer Distinguished Veterinary Teacher Award.



Foster excellence in clinical teaching

- In July of 2012, we will “graduate” 5 interns and 37 residents and welcome 7 new interns and 35 residents, representing 9 countries
- At our 34th Annual House Officer Seminar Day in March, 49 resident delivered 51 high-quality presentations -results of innovative clinical and translational research studies



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

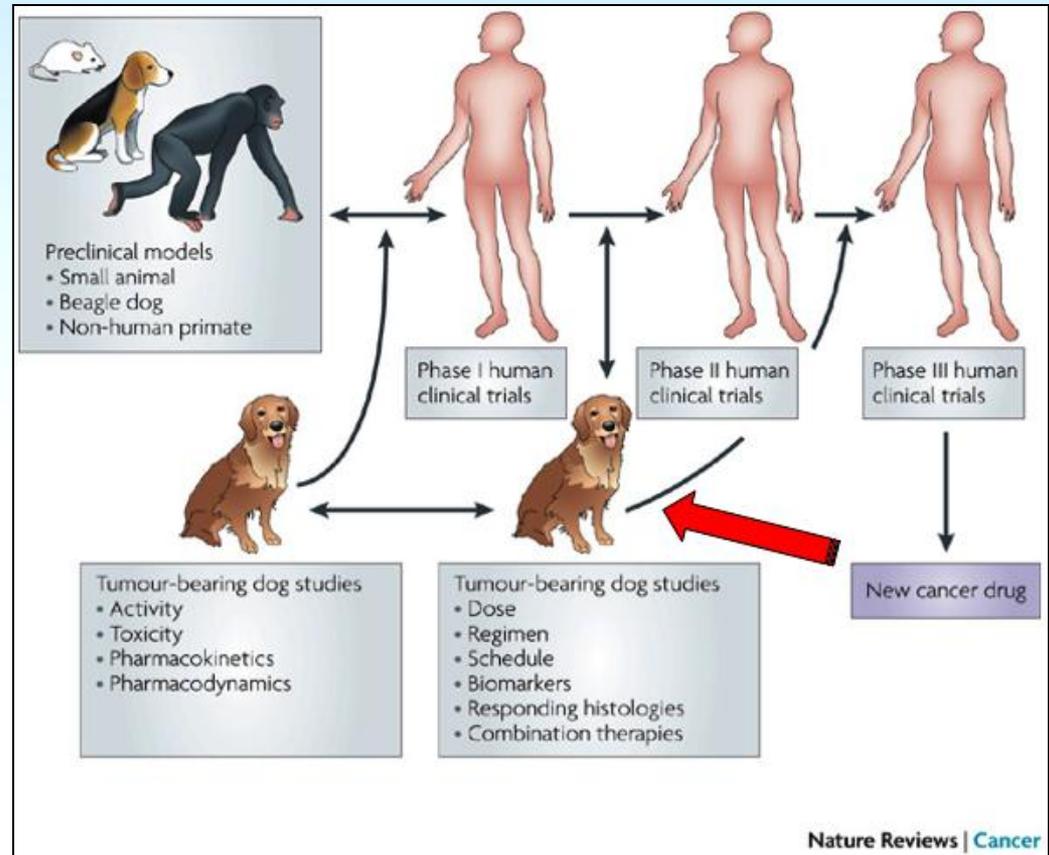
- Genetic tests for inherited conditions in dogs and horse
- Human-animal bond studies
- Foodborne disease surveillance in private animal hospitals
- Comparative oncology, imaging, surgery → clinical trials

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

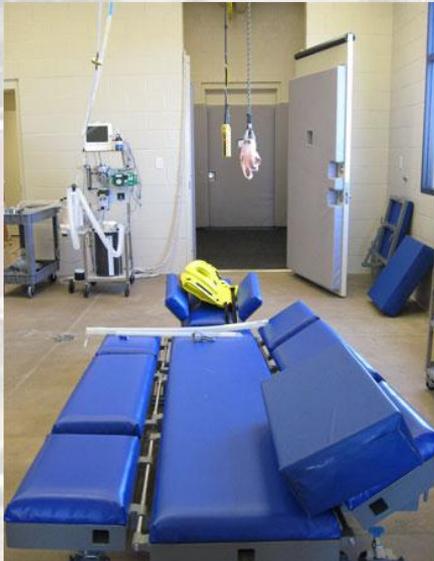
Establish a comprehensive clinical trials program

Better communicate clinical research

Market clinical trials to patients and referring veterinarians



Envisioning The Future - UC Davis Veterinary Medical Center



Establish and nurture client relationships that enhance philanthropic support

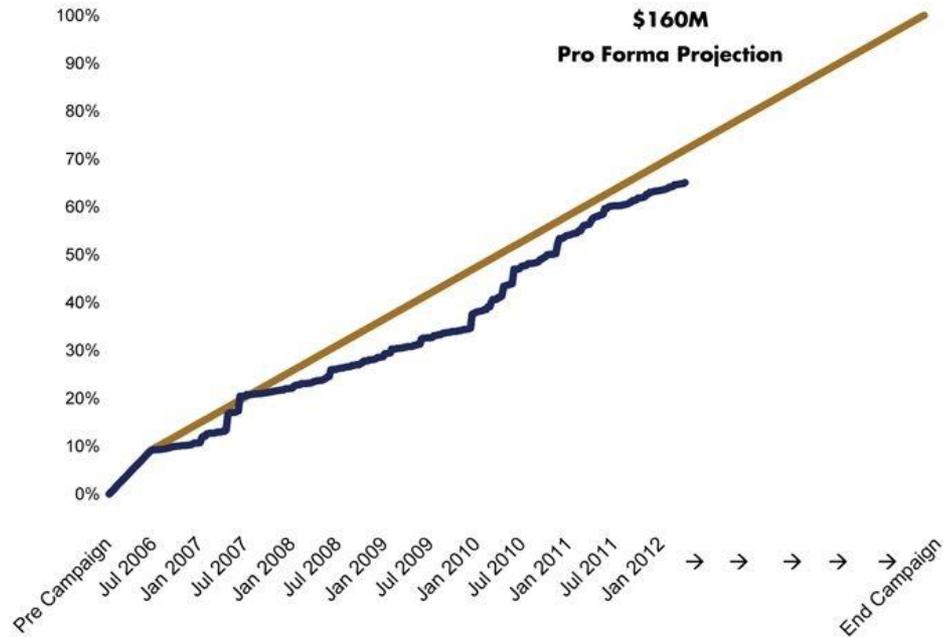
Leverage clinic to generate interest in School and its programs amongst donors

- Promote clinical programs that are aligned with innovative research programs
- Educate the SVM community on the role of clinical personnel in converting grateful clients into generous donors
- Establish a donor recognition wall

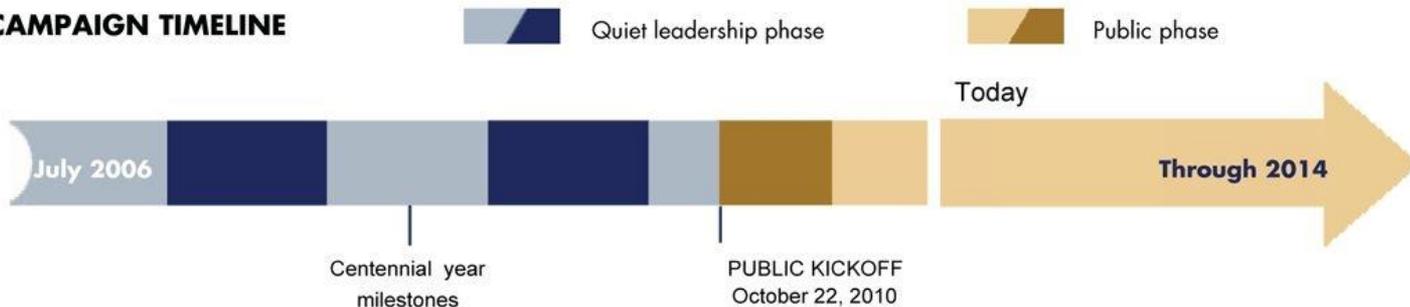


THE CAMPAIGN FOR UC DAVIS
SEEKS TO RAISE
\$1 BILLION
AND TO INSPIRE GIFTS FROM
100,000 DONORS

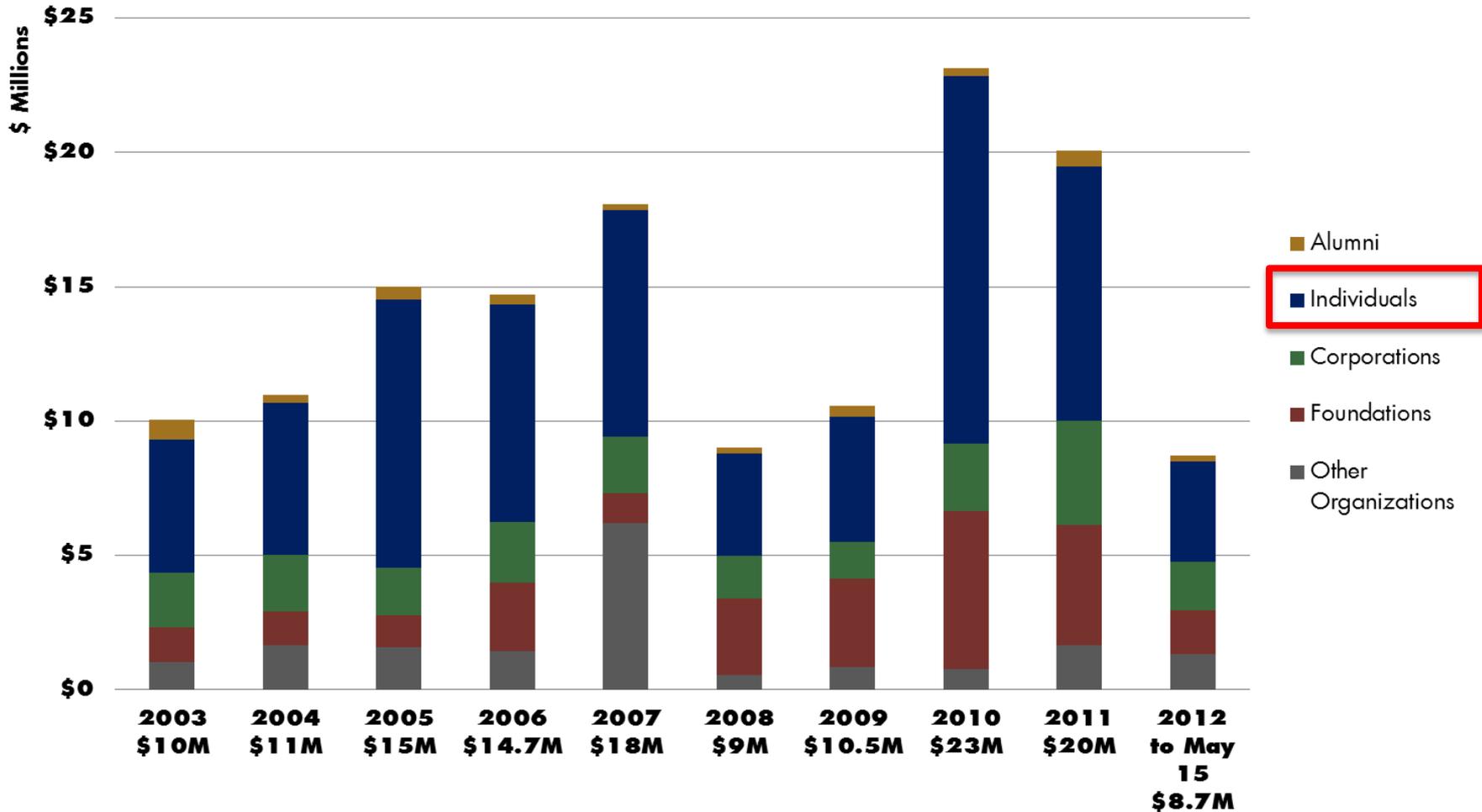
CURRENT CAMPAIGN PROGRESS (IN MILLIONS)



CAMPAIGN TIMELINE



UC Davis School of Veterinary Medicine
 10 Year Philanthropic Annual Totals - **Source**
 2003 through May 15, 2012



Scholarships and Educational Endowments



- Scholarships and grants including 18 new awards this year
- 2011-2012 awarded \$1.8 million in scholarships and grants to veterinary students

- Allows students to gain research experience, explore new opportunities and pursue externship experiences
- Investment in our future veterinary workforce
- Example - Faculty member Dr. Sean Owens Family award to recognize a student who is a single parent

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.**

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

★ Veterinary Teaching, Research and Clinical Service Locations

■ California Animal Health and Food Safety Laboratory System (CAHFS) Sites

+ Oiled Wildlife Care Network Vet Med Extension



Davis

Tulare

San Diego

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

Improve public understanding of the role of veterinarians in the health of animals, people and the environment.

- Develop a concise summary of SVM success stories and research accomplishments.
- Teach students to promote veterinary medicine as a profession and resource.
- Reengage faculty in communication activities to better define how SVM work benefits animals and humans.
- Organize and host symposia around issues of importance (e.g., food safety).





California Animal Health and Food Safety Labs

Protect Animal Health, Public Health & Food Supply

April 25, 2012

- USDA announced detection of atypical bovine spongiform encephalopathy (BSE) in a California dairy cow
- First sent to the SVM California Animal Health and Food Safety Laboratory (CAHFS) - --1 of 6 labs approved for BSE testing
- Sample confirmed at USDA National Veterinary Services Laboratory in Ames, Iowa

Summary of Case:

- This case is an atypical form of mad cow disease
- Not associated with contaminated animal feed
- Milk and beef remain safe to consume; not transmitted through milk
- The cow did not enter the food or feed supply



Document SVM's contributions to society and the State of California

Food Safety and Public Health

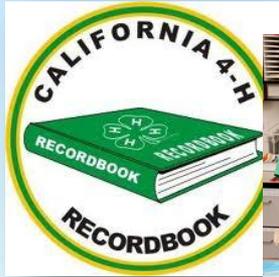


Document SVM's contributions to society and the State of California



- California -- #1 dairy state in dairy cow # and in total milk production in U.S.
- Milk and cream sales in 2011 accounted for \$7.7 billion and \$2.1 billion, respectively, for California and Tulare County

- Field-oriented teaching, research & public service programs
- Clinical focus is food supply with an emphasis on dairy production medicine
- Strategically located in central California with access to an abundant number of large commercial livestock operations



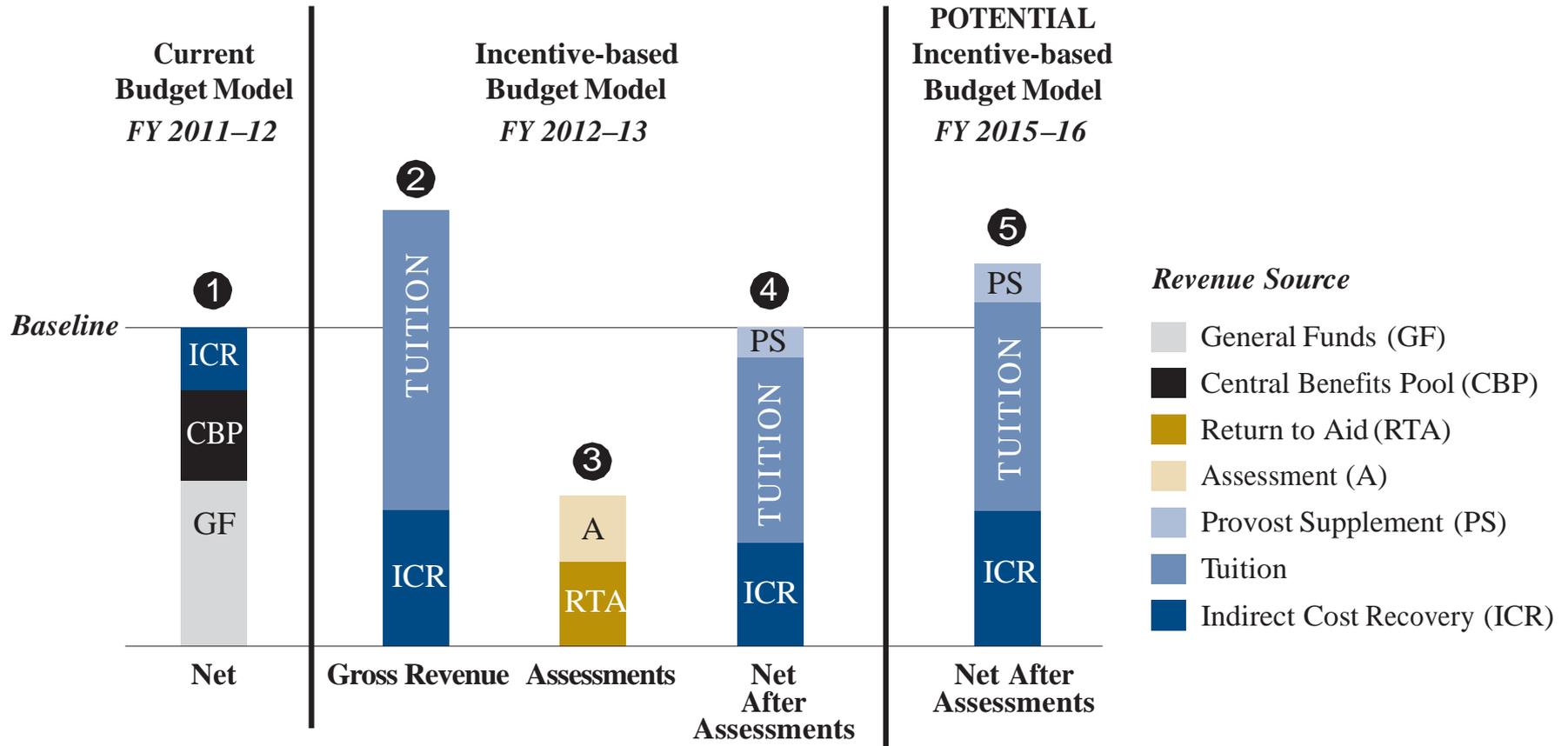
Coordinate expertise to deliver effective outreach and extension programs to key stakeholders and decision makers

- Nutritional program for re-feeding starved horses
- Youth science literacy programs for 4-H and non-formal instructional programs
- Controlling infectious diseases in beef cattle
- Foodborne and waterborne disease control
- Poultry health and food safety epidemiology
- Microbial pathogens in animal waste

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.**

Incentive-based Budget Model Example



Incentive-based Budget Model Update

- 1.52% tax on self-supporting units
- Future model beneficial if research and income sources grow
- Guided by SVM Strategic Planning e.g., *Because of student debt issue → Low to No Prof Fee Increase for 2012-13*
- State financial situation ? further reductions? State tax increase?
- Increased UC portion of tuition for 2012-13 (e.g., 6%) will likely be needed to reduce or eliminate campus \$28 M shortfall

Bottom line -not expecting a significant budget reduction target for 2012-13

Strengthen internal communication, transparency and collaboration



Dean's Perspective

Faculty, Staff and Students

School of Veterinary Medicine

"If you're proactive, you don't have to wait for circumstances to change your perspective expanding experiences. You can control it."
-[Stephen Covey](#)

Activities and Impacts

Recent News

California Cattlemen – Gordon K. Van Vleck Award

Dairy Herd Network

The California Cattlemen and Cattlewomen awarded John Maas of the Veterinary Medicine Extension the prestigious Gordon K. Van Vleck Award for his contributions to the beef cattle production industry.

John Maas, Veterinary Medicine Extension

<http://bit.ly/vW1f3Q>

Equine Rhinitis Virus Research Funded by BIVI

TheHorse.com

Nicola Pusterla received a \$25,000 award from Boehringer Ingelheim Vetmedica, Inc. (BIVI) to help fund his equine rhinitis virus study.

Nicola Pusterla, William R. Pritchard Veterinary Medical Teaching Hospital

<http://www.thehorse.com/ViewArticle.aspx?ID=19206>

Alumni Connections

AAEP 2011: Alum Inducted to Board of Directors

TheHorse.com

The American Association of Equine Practitioners inducted Lisa Metcalf to its Board of Directors as the new representative of District IX (Northwestern District). Metcalf earned her master's degree in endocrinology from UC Davis.

http://www.aaep.org/press_room.php?id=462

Upcoming Events

December 7, 2011: Strategic Planning Town Hall Meeting



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

- Use Strategic Planning Goals for school-wide cohesive messaging- Alignment with central themes
- Focus effort on specific goals to: support programs, communicate faculty expertise, highlight research discoveries, teaching activities & patient services
- *Coordinate common looks, publication designs, tools and tactics*
- *Develop an integrated culture of communication – synergies between units*
- *Enhance VMTH staff in marketing and communications*



facebook





Example - Targeted Marketing Small Animal Surgery

Key messages: breadth of services; team's dedication to patient care; faculty's expertise; innovative approaches; etc.

Tools and Positioning:

- Promote all of the key units
- Refine Small Animal Surgery service web site,
- Develop impact sheets, patient stories, videos, photos, brochures
- Promote featured newsletter articles

Result: Strategically increases caseload, engages multiple audiences, supports development efforts, etc.

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.**

Faculty Recruitment Process

- How does recruitment provide school-wide needs and priorities?
- How does the recruitment address an important societal need?
- Role in teaching and the scholarship of teaching?
- How will the recruitment support a transdisciplinary approach?
- Will philanthropic or extramural support likely to be available?
- Alignment with campus initiatives/priorities?
- Space: has adequate/suitable lab and office space? Startup and initial resources/funds?
- Mentorship and career development plans?

Recruit faculty to support strategic initiatives



Stephen McSorley
Infectious Diseases
Immunology



Heather Fritz
Molecular Microbiology



Michelle Jay-Russell
Food Safety



Sara Thomasy
Ophthalmology



Noelia Sylvia Del Rio
Dairy Herd Health



Chris Reilly
Anatomic Pathology



Karen Shapiro
Waterborne Pathogens



Harris Lewin
Genetics



Tamara Pierce
Community Medicine



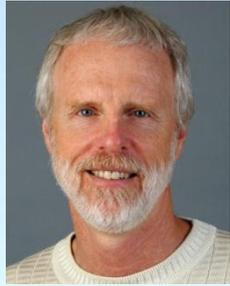
Carrie Palm
Renal Medicine



Chris Barker
Vectorborne Diseases

New Faculty 2011-2012

Plan for Leadership Transitions Since June 2011



Chair PMI (search in process)



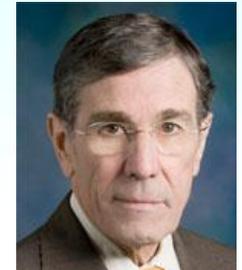
Chair APC



Veterinary Medicine Extension



Administration - Fiscal



Large Animal Clinic



Veterinary Medicine Teaching and Research Center

Provide a supportive environment to foster faculty and staff success

- Optimize faculty compensation plan
- Market-based salaries & local cost-of-living
- Incentives to promote teamwork and collaboration
- Recognize staff contributions in all mission areas
- Faculty and staff – leadership and mentorship programs



Stephen Barthold Receives First Merial-AAVMC Excellence in Research Award



Patricia Conrad, elected to the Institute of Medicine, one of the nation's highest honors in health and medicine

Provide a supportive environment to foster faculty and staff success

- Example - Staci Slaght at the VMTRC received a Staff Assembly *Citation for Excellence* Award.
- “The best word to describe Staci’s contributions is “synergy.”
- She is always accessible and can turn a stressful, challenging situation into one that is fun and productive



Staci Slaght, VMTRC Business Manager, with Chancellor Linda Katehi receiving Citation for Excellence award August 2011 at the Chancellor's residence.

Staff Recognition Program

30 staff members across SVM received gift card awards

Typical justifications include:

- Improving organizational performance & operational efficiency
- Enhancing the work environment
- Supporting strategic functional plans and objectives
- Performance that is above and beyond normal requirements

Service Awards across the School

10 years – 1

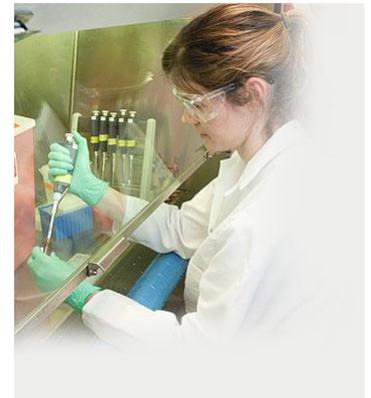
15 years – 20

20 years – 11

25 years – 12

30 years – 10

35 years – 2



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.**

Strengthen external collaboration in all mission areas

- Leverage UC Davis SVM among UC system to lead in One Health
- Lead UC system in programmatic areas related to veterinary medicine
- Evaluate joint training with UC San Diego
- Participate in UC Global Health Initiative

Strengthen external collaboration in mission areas

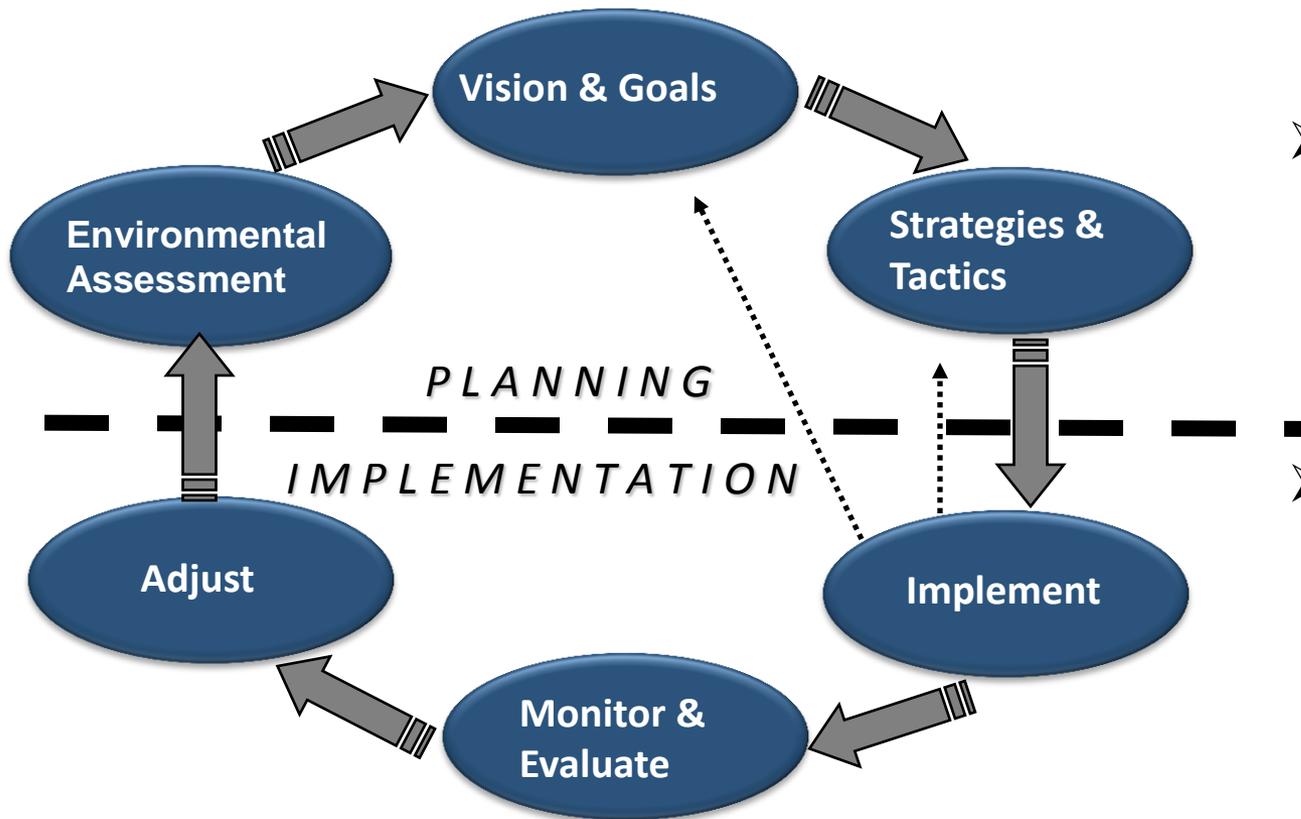
- **Genetics** - animals and as models of human disease
- **Nutrition** – Opportunities in nutrition and cancer, nutrition and genetics
- **Cancer** - Therapies for naturally occurring cancers in animals and humans
- **Environmental safety** – Multiple areas from respiratory to water quality
- **Neuroscience** – Established programs in autism and related fields
- **Shelter and zoo medicine** – National reputation in best practices in shelter medicine. World's first zoological medicine residency
- **Infectious Diseases** – Multiple funded programs and strong diagnostic laboratory networks

Promote collaboration with other schools and programs at UC Davis

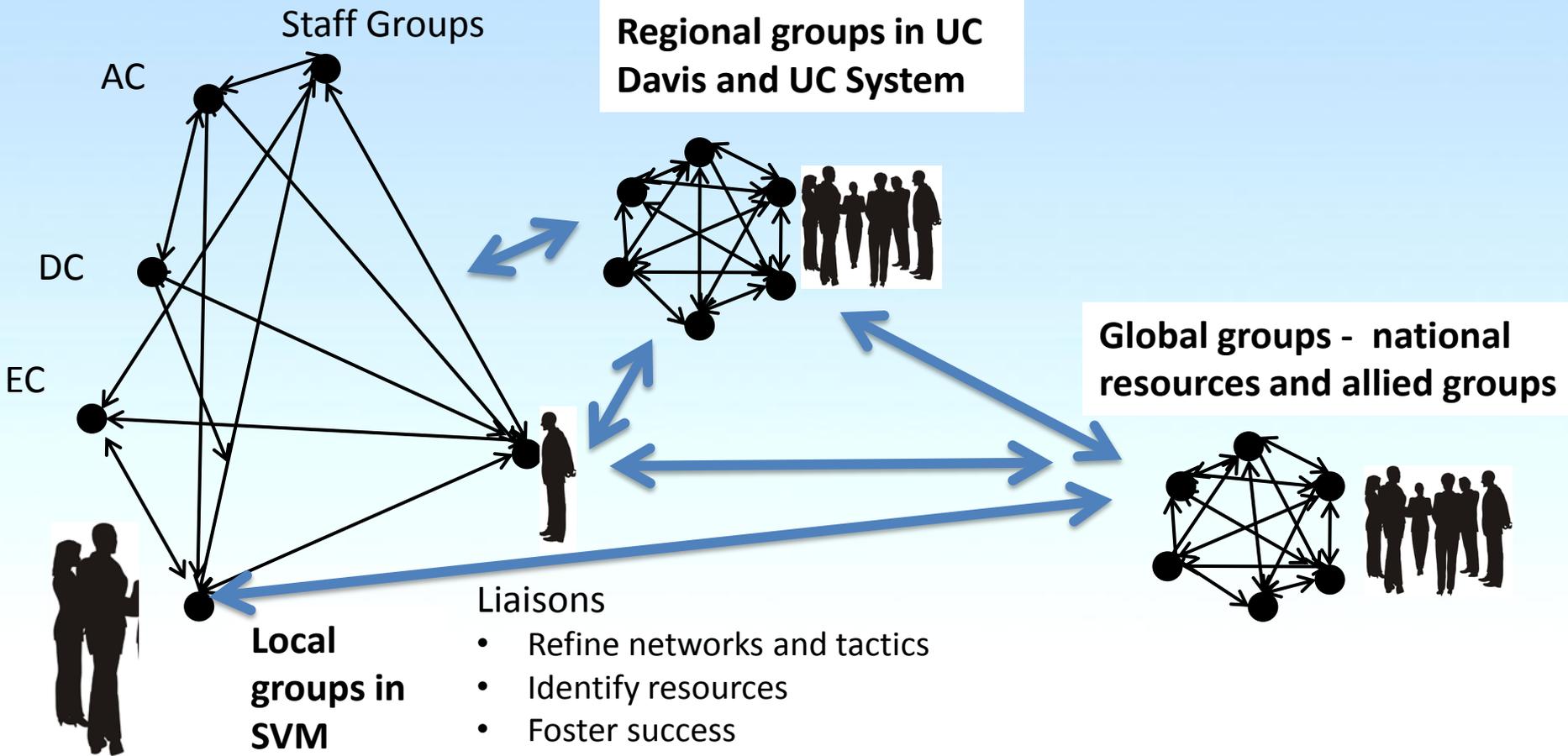
- Graduate training to increase collaborations
- Joint faculty searches
- Inventory of faculty partnerships with portal
- Promote leadership roles for faculty on campus
- Promote SOM and SVM joint programs and initiatives

Implementation and Tracking

...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 periodically assessed and adjusted – to make the Plan a “living document”



Strategic Champions

Goal 6.2: Provide a supportive environment to foster faculty and staff success.



Action Pathway for decisions on resources, policy changes, etc.

Strategic Planning Update

- EXCELLENT FACULTY AND STAFF
- SCHOOL INFRASTRUCTURE AND SUSTAINABLE RESOURCES
- ANIMALS AND PEOPLE WELL-BEING
- CUTTING-EDGE CLINICAL PROGRAMS
- ACADEMIC, GOVERNMENT, INDUSTRY COLLABORATION
- EDUCATE WORLD LEADERS IN VETERINARY MEDICINE
- HIGH-IMPACT TRANSDISCIPLINARY RESEARCH



Educate World Leaders in Veterinary Medicine

Goal 1: Educate world leaders in academic veterinary medicine, veterinary medical practice, public and environmental health.

Your support of the School of Veterinary Medicine makes a difference



Leading Veterinary Medicine - Addressing Societal Needs

