Strategic Plan

August 20, 2025

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Overview

Objective

- Update the School of Veterinary Medicine (SVM) 2018 strategic plan

- Built on goals and insights from the SVM-wide "strategic initiatives" effort in 2023

- Guided by Working Groups of SVM leaders, engaging a broad set of constituents

- Plan components submitted as part of the self-study for AVMA's October site visit

- Establish foundation for ongoing strategic implementation work starting fall 2025

Process

Build Foundation	Establish Priorities	Develop Framework	Solicit Feedback	Finalize Plan
• Assess SVM "Initiatives"	• Structure Working Groups	• Draft Initial Principles	• Conduct Group Sessions	• Submit AVMA Materials
• Review Peer Plans	• Set Guiding Principles	• Workshop Key Elements	• Draft and Adjust Plan	• Complete Plan Narrative
• Conduct SVM Interviews	• Define Areas of Focus	• Conduct Plenary Sessions	• Conduct Town Hall	• Identify Ongoing Steps
• Define Key Insights	• Engage Constituents	• Review & Assess Results	• Review and Adjust Plan	• Engage with Community

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Framing Inputs

- **SVM 2018 Strategic Plan**
  - Current mission and vision
  - Foundational initiatives

- **SVM 2023 Four Strategic Initiatives**
  - Year-long effort
  - 170+ participants across the SVM
  - Key areas of opportunity and focus

- **Initial SVM Interviews**
  - 25+ sessions with leadership, faculty, staff
  - Areas of focus, engagement, process

- **Peer Institution Strategic Plans**
  - Review elements and approach
  - Schools included:
    - Colorado State University
    - Cornell University
    - Ohio State University
    - University of Pennsylvania
    - University of Wisconsin

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Working Groups

Working Group	Team Members
People First	Bruno Pypendop, Karl Jandrey, Richard Pereira
Education	Joie Watson, Woutrina Smith, Stefan Keller
Research	Danika Bannasch, Pam Lein, Xinbin Chen, Bart Weimer
Service	Michael Mison, John Angelos, Mike Ziccardi
Facilities, Technology, Finance	Mary McNally, Lee Ann Jansen, Chris Brandt

Review and Feedback

- **Constituent Discussion Sessions (invited participants)**
  - **People First**: SVM Community Council, DEI Subcommittee, Mental Health & Wellness Subcommittee, Community Outreach Subcommittee
  - **Education**: Curriculum Committee , Clinical Education Committee, Graduate Group Chairs
  - **Research**: Research faculty, Clinical faculty, Cooperative Extension
  - **Service**: CDFW, CVMA, Vet Med Extension, State Veterinarian
  - **Facilities, Technology, Finance**: VM Center, Lab, Institute Managers/Associate Directors, VM Academic Department CAOs, VM Dean's Office Managers/Directors, SVM-IT Leadership
- **Town Hall – Full Community (open session)**
  - Presentation of each strategic component
  - Survey process for feedback, recommendations, opportunities

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# Process Insights and Plan Framework

Insights

- **Mission and vision** should be **front-and-center**

- Plan should be **concise and focused**, easy to follow and understand

- Needed to **guide prioritization**, especially when resources are constrained

- Should be **broad and flexible** to help us adapt over five years

- **People First** binds us together as an **Organization & Culture** to deliver the mission

- **Education, Research, Service** are **Core Pillars** of the mission

- **Facilities, Technology, Finance** are **Foundational Elements** supporting the mission

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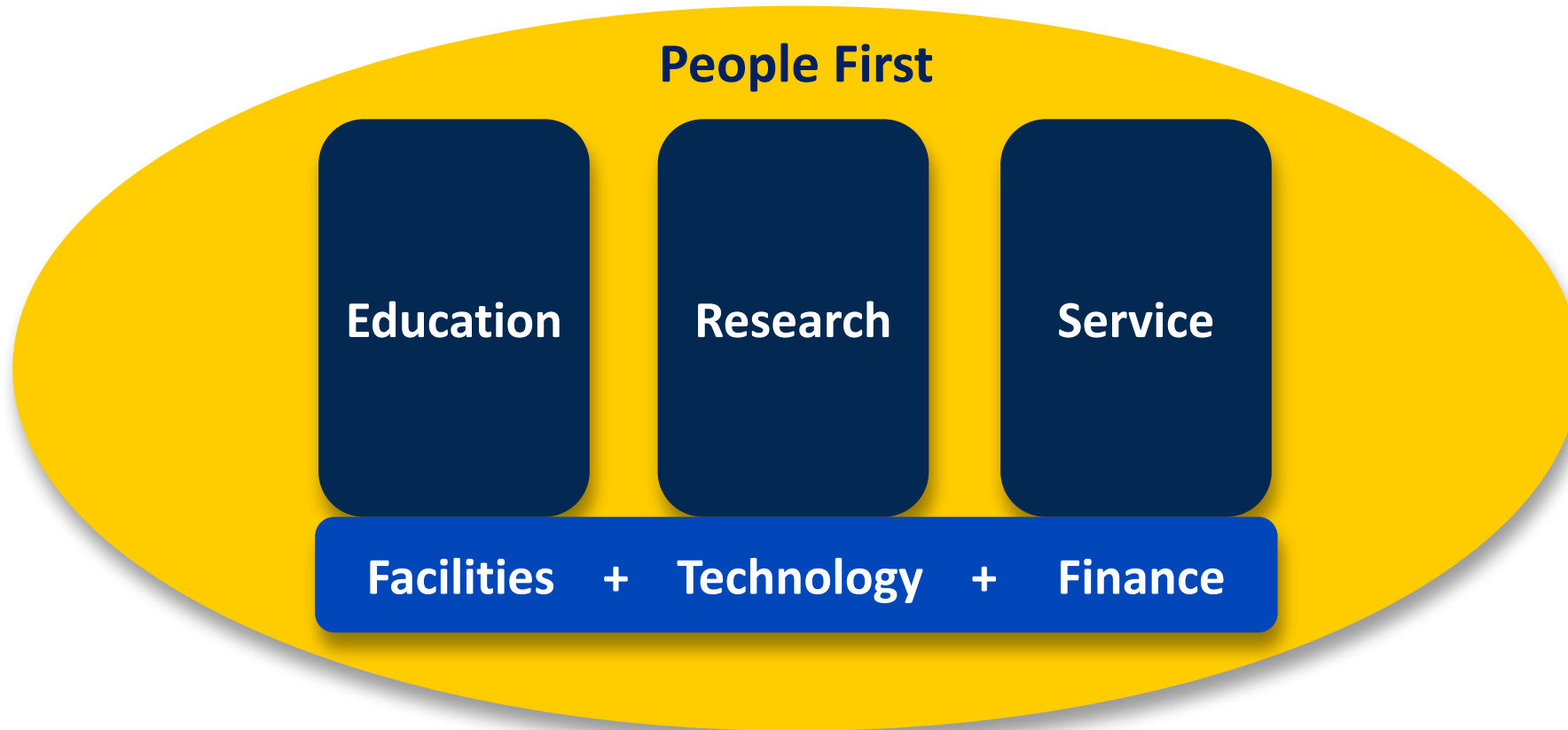
People First

People First: Organizing Principle

Promote a people-first culture grounded in the UC Davis Principles of Community to attract, empower, and retain a multifaceted School of Veterinary Medicine community. Foster belonging and professional growth, provide meaningful recognition, and support an environment that enables everyone to thrive.

People First: Key Elements (1 of 2)

- **Model the UC Davis Principles of Community**

- **Ensure that the benefits and resources provided to our community are broadly known and accessible to all**

- **Invest in employee development and professional growth**
  - Provide equitable opportunities for career advancement
  - Equip managers with training to lead effectively and empathetically

- **Pursue an individualized approach to staffing, allowing for more varied allocations of time and focus of effort**

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People First: Key Elements (2 of 2)

- **Seek and celebrate people with different backgrounds and experiences**
    - Foster opportunities for greater student access through applications and admissions
    - Recruit employees with different backgrounds, training, and life experiences

- **Offer opportunities for all employees to feel seen and heard**
    - Provide regular engagement and dialogue with leadership at all levels
    - Engage a wide variety of viewpoints
    - Proactively and collaboratively address employee concerns

- **Recognize and reward employee contributions**

- **Promote a culture of curiosity**
    - Pursue novel approaches in teaching, clinics, research, and administration
    - Recognize the value of input and feedback from the SVM community

Education

Education: Organizing Principle

Deliver an exceptional, evidence-based education in veterinary medicine and biomedical science. Prepare graduates who are confident, competent, and resilient, with the critical thinking, collaboration skills, and leadership ability needed to navigate uncertainty and change, to advance the health of animals, people, and the environment.

Education: Key Elements (1 of 3)

- **Provide an adaptable student-centered teaching environment that encourages interaction and engagement**
  - Provide physical spaces that support a range of interactive educational formats in pre-clinical and clinical curriculum
  - Take steps to foster stronger connectedness between faculty and all students

- **Continue to invest in regular curriculum updates**
  - Pursue an integrated approach to the curriculum
  - Deliver continuous curricular improvement, assessed at key 1-, 5-, and 7-year milestones

- **Emphasize education-focused professional development**
  - Require training in educational pedagogy for all new faculty hires
  - Provide professional development and mentoring in educational pedagogy, available to faculty, staff, and students

Education: Key Elements (2 of 3)

- **Support and reward demonstrated excellence and innovation in teaching**
  - Provide notations in faculty packets for professional development in education and achievement in teaching
  - Actively consider teaching performance in faculty reviews

- **Continue to use teaching effectiveness evaluation tools**
  - Provide a student dashboard to measure and report competence milestones, emphasizing needed "Day 1 competencies"
  - Provide disciplinary data, within and throughout the integrated curriculum
  - Encourage students to pursue self-assessment of growth and targeted areas for improvement

- **Strengthen student support resources**
  - Reinforce and extend the impact of peer tutoring
  - Expand access to professional tutors, coaches, and counselors

Education: Key Elements (3 of 3)

- **Enhance faculty-student engagement, trust, and shared responsibility**
  - Strengthen connections and expand hands-on learning
  - Use instructional methods that support cohort learning as class size increases

- **Make affordable access to our degree programs a priority**
  - Grow availability of scholarships and financial aid
  - Establish student cost benchmarks that are sustainable and aligned with anticipated post-graduation earnings

- **Leverage leading teaching approaches and tools**
  - Use active and experiential learning methods
  - Develop and deploy critical interactions with AI and other key technologies
  - Explore online and hybrid delivery modes for specialized, non-DVM programs

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Research

Research: Organizing Principle

Promote and maintain excellence in all facets of research, from scientific discovery to practical application, to enhance stewardship of animal, human, and environmental health.

Research: Key Elements (1 of 2)

- **Promote a culture of discovery and investigational science**

- **Recruit, mentor, and support excellent research faculty, staff, and students**

- **Maintain and expand cutting edge research training programs**

- **Promote diversification of research funding – extramural, intramural, industry, and philanthropy – across the school**

- **Promote team science**
  - Deploy initiatives to promote interaction between faculty
  - Develop mechanisms to drive collaboration between different research sectors across campus, between universities, and with other constituencies
  - Pursue large-scale projects

Research: Key Elements (2 of 2)

- **Amplify the impact of research through outreach to a broad community**

- **Support core and other facilities that effectively facilitate our research**

- **Invest in nimble organizational and operational frameworks**
  - Enable rapid response to opportunities
  - Promote research efficiency

- **Capitalize on innovative discoveries across the spectrum of research**
  - Support translation of fundamental research
  - Pursue innovative clinical trials
  - Partner with industry through technology transfer
  - Extend knowledge to important California stakeholders and other constituencies

Service

Service: Organizing Principle

Deliver compassionate, evidence-based, and accessible care to protect animal health and welfare, strengthen the human-animal bond, and provide exceptional service to clients and constituents. Lead efforts locally and globally to advance animal, human, and environmental health.

Service: Key Elements (1 of 4)

- **Offer services required to meet the needs of all constituencies**
  - Proactively address personnel and facilities needs to meet changing constituent needs
  - Leverage novel services "on the forefront of medical discovery" for the benefit of all
  - Support disaster preparedness and response efforts for California communities

- **Be the preferred clinical service for clients and referring veterinarians**
  - Be a world-renowned resource to clients, referring veterinarians, and the veterinary professional community for the delivery of veterinary care and diagnostic services
  - Leverage research discoveries to deliver the highest standard of care
  - Achieve high client and constituent satisfaction with quantifiable outcomes

Service: Key Elements (2 of 4)

- **Target positive net revenue to support the mission of the school**
  - Increase caseloads to support clinical education and SVM operational needs
  - Deliver fair and accurate pricing, with improved charge capture
  - Utilize value-based service recognition

- **Advance solutions at the intersection of human, animal, and environmental health**
  - Support local and global One Health initiatives through information, outreach, and collaboration
  - Provide expertise in zoonotic and emerging infectious diseases to monitor, detect, and respond to health challenges affecting domestic animals and wildlife

Service: Key Elements (3 of 4)

- **Support California agriculture**
  - Lead efforts to address current and future veterinary shortages in the state, especially for equine and food animal care in underserved communities
  - Advance extension, outreach, education, and research that benefit agricultural stakeholders and further the land-grant mission

- **Expand access to veterinary care to meet community needs**
  - Provide care and leadership for underserved communities and animal populations, including companion animals, livestock, and wildlife
  - Strengthen shelter medicine services
  - Offer spectrum-of-care options for all animal species

Service: Key Elements (4 of 4)

- **Be a global leader in veterinary health information and continuing professional education for professionals, clients, and peer institutions**

- **Provide a positive and effective learning experience for students and house officers**
  - Ensure access to clinical rotations that accommodate a growing DVM class
  - Support future workforce needs by training and preparing DVM students, graduate students, and house officers

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Facilities, Technology, Finance

Facilities, Technology, Finance: Organizing Principle

Provide robust, adaptable facilities, leading-edge technology, and innovative financial models that empower exceptional education, pioneering research, and compassionate service, and anticipate emerging needs. Be good stewards of our resources to secure a self-sustaining future for the School.

Facilities, Technology, Finance: Key Elements (1 of 3)

- **Prioritize expertise needed to elevate business, philanthropy, facilities, and technology initiatives**

- **Modernize and expand our facilities**
  - Address key deficiencies in aging facilities
  - Pursue flexible facilities to enable myriad uses
  - Rethink approaches to infrastructure requirements and space utilization
  - Invest in facilities that support innovative models of education, research, and service
  - Support growth of the educational program, including increase in DVM class size

Facilities, Technology, Finance: Key Elements (2 of 3)

- **Provide technology and related services that enable educational innovation, expand research capabilities, and enhance clinical and service delivery**
  - Develop a 3–5 year technology roadmap in alignment with the school's educational, research, clinical, and service priorities, while ensuring systems are performant and secure
  - Use best practices to expand the use of Ethical AI, machine learning, and analytics, to support decision-making and efficiency improvements in education, research, veterinary care, and administration
  - Modernize key information systems to improve outcomes and user experience

Facilities, Technology, Finance: Key Elements (3 of 3)

- **Prioritize clinical revenue generation**
  - Grow revenue through expansion and optimization of Clinical Services
  - Explore a regional and / or statewide veterinary health system

- **Deploy new models of investment and financial return**
  - Prioritize investments in facilities and technology that promote financial sustainability
  - Explore opportunities to use new models of compensation for faculty and staff

- **Use philanthropy to launch and sustain new business models focused on our core mission**

- **Leverage the UC Davis School of Veterinary Medicine brand to inspire and engage key constituencies**

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Implementation

Implementation Plan - Fall 2025

- **Finalize community outreach materials**
  - Crafted by SVM Communications
  - Integrated with "Limitless" and other relevant outreach efforts

- **Develop and launch implementation groups for each strategic component**
  - Appoint an implementation group lead
  - Assemble focused and cross-functional teams
  - Define roles, responsibilities, and requirements

- **Create Implementation Plan**
  - Identify and prioritize initiatives
  - Define work process and community engagement points
  - Structure progress measures, tracking, and feedback loop

Implementation Plan (continued)

- **Conduct ongoing community engagement**
  - Share plan, structure, and go forward process
  - Invite participation and feedback
  - Incorporate insights into work effort
  - Connect on established schedule for progress updates and feedback

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