



STRATEGIC PRINCIPLES AND GOALS

Winter Term – 2012

OVERVIEW

The health of animals is vitally linked with human health worldwide. From their role as loyal companions to their importance in biomedical research and ensuring a safe food supply, the health of animals is critical to our quality of life. Well-educated veterinarians—practitioners, scientists, policy leaders—are key to progress in critical arenas related to prevention and treatment of diseases, and eradicating hunger in developing nations. Oregon State University's College of Veterinary medicine plays a vital role in each of these arenas, and is poised to make a quantum leap forward by establishing itself as a signature program among veterinary colleges nationwide.

To accomplish this vision, the College must continue to develop its teaching, research and service programs in a strategic manner, utilizing existing financial resources efficiently and developing additional sources of income to build areas of excellence. Starting in the Winter of 2009, the College Cabinet approved a number of planning principles to guide development of a strategic plan. Using these principles, a series of strategic goals were drafted and submitted to faculty for review and comment. [These revised goals](#) and subordinate objectives represent the first step in an ongoing process of strategic planning, and are presented here to stimulate development of a more focused strategic vision for developing the College into a signature program.

PLANNING PRINCIPLES

- Relative to all other missions of the College, the educational needs of veterinary students come first.
- Methods employed for delivery of instruction will be informed by research on adult learning and be appropriate to the educational goals of the specific course. In particular, emphasis will be placed on providing experiential learning opportunities in relevant clinical, diagnostic and research contexts in the College and, when possible and appropriate, at available non-university facilities.
- Curricular content, including core competencies expected of all veterinarians and the degree to which students may specialize in particular areas of individual interest, will be consistent with societal needs and employment opportunities.
- Fiscal management of College and unit budgets will seek to establish sustainable sources of income, minimize student educational debt and maximize cost-effectiveness of all college programs.

- The College will take full advantage of the collaborative opportunities available in the Division of Health Sciences to develop interdisciplinary graduate programs, expand extramurally-funded research and produce high-impact scholarship that will promote achievement of a national reputation for excellence.
- In addition to providing clinical and diagnostic services necessary for experiential instruction of core competencies, the College will develop signature areas of emphasis each committed to graduate education, translational research and advanced patient care.
- By increasing the diversity of students, staff, and faculty, with respect to ethnic and racial minorities, socioeconomic backgrounds, and international interactions, the College will enhance the learning experience of students and advance their ability to serve a global community after graduation.

Strategic Goals and Objectives

Goal 1: Develop a more sustainable budgetary model that is less reliant on state appropriations.

Objective 1.1: Develop a plan for increasing tuition income that does not overburden students with educational debt.

Objective 1.2: Increase extramural research grants and contracts.

Objective 1.3: Increase funding from donated gifts and earnings on endowments.

Objective 1.4: Employ business models in the Veterinary Teaching Hospital and Veterinary Diagnostic Laboratory that optimize generation of service income, range of services provided and clinical/diagnostic education of veterinary students.

Objective 1.5: Explore other sources of income necessary to support development of College programs.

Goal 2: Enhance diversity and community, including international dimensions.

Objective 2.1: Develop a plan for promoting interest in veterinary medical careers among underrepresented populations, including racial, ethnic and rural.

Objective 2.2: Establish educational partnerships with international universities.

Objective 2.3: Develop a code of conduct policy for faculty and staff.

Goal 3: Provide an integrated and vocationally relevant curriculum that leads to graduation of skilled veterinarians who are well prepared for entry into their chosen career paths.

Objective 3.1: Implement and maintain a systematic program of outcomes assessment and quality assurance to ensure the curriculum is relevant to private and public practice needs, and courses and instructors are effective.

Objective 3.2: Increase exposure of veterinary students to clinical and diagnostic cases.

Objective 3.3: Provide opportunity for students to receive focused didactic, laboratory, and clinical training in specific areas of private and public practice, while maintaining core interspecies education necessary for practice licensure.

Goal 4: Develop an integrated, extramurally-funded research program in collaboration with other health sciences units on campus, and in parallel with interdepartmental graduate programs.

Objective 4.1: Create a cross-disciplinary community of scholars conducting translational research.

Objective 4.2: Provide a research infrastructure of well-equipped laboratories, technical support and compliance monitoring necessary for development of integrated extramurally-funded research programs.

Objective 4.3: Increase externally funded collaborative research in collaboration with colleagues in the Division of Health Sciences.

Objective 4.4: Develop vibrant, interdisciplinary graduate programs that build on the strengths of the Division of Health Sciences.

Objective 4.5: Facilitate development of applied research conducted in the Veterinary Teaching Hospital and Veterinary Diagnostic Laboratory.

Objective 4.6: Increase College–industry partnerships and the creation of intellectual property.

Goal 5: Attract and retain outstanding faculty and staff by promoting an environment characterized by excellence in animal care, teaching innovation, and high quality research.

Objective 5.1: Increase the number of faculty and staff positions.

Objective 5.2: Academically develop a cadre of new faculty and staff while enhancing support for existing personnel.

Goal 6: Promote OSU, the CVM, and Veterinary Medicine in general through effective service and outreach activities to better serve the public.

Objective 6.1: Continue to grow clinical and diagnostic services' and collaborate in the One Health initiative to serve the public.

Objective 6.2: Coordinate and advance College outreach activities.