

# STRATEGIC PLAN 2023-2028

OREGON STATE UNIVERSITY  
Carlson College of Veterinary Medicine



**Oregon State**  
University



## PREAMBLE TO STRATEGIC PLAN

The Oregon State University Carlson College of Veterinary Medicine recognizes that goal setting is the first step in a process that includes institutional reflection and continual improvement. Over the next five-year cycle, the CCVM will commit to semiannual review of our college-wide progress toward goal resolution and to clarify prioritization and phasing of initiatives. A forum that includes department directors and chairs as well as college-wide representation will evaluate progress, assess alignment of efforts to the CCVM mission and values, seek input from the college community on areas of focus and report findings for review.



This strategic plan for the Oregon State University Carlson College of Veterinary Medicine’s next five years reflects a great deal of thought, work, input and revisions by many people who are invested in the success of the college. We have all learned that we can’t reliably predict the future, but we know that we have to face our challenges, decide on our priorities and organize our efforts to achieve our goals.

A big challenge for this strategic plan is the fact that the veterinary profession has been undergoing some very significant changes in the last few years. These changes are occurring at a rapid pace, and we need to ensure a college culture that embraces these changes and also trains veterinarians who can thrive in this rapidly evolving profession.

The facilitator for our process, Steve Shields, had us look at our strengths and weaknesses, along with our vision for the future. The members of the working group took their task very seriously and collaborated on a plan that is very specific to our college while embracing the more global changes occurring in the veterinary profession and in veterinary medical education. The strategic plan working group of Jennifer Johns, Trevor Fitcha, Haley Leeper, Donna Mulrooney, Justin Sanders and Katja Duesterdieck-Zellmer did a wonderful job and deserve our sincere thanks.

With publication of this plan for 2023-2028, one part of the work is done. Now, another piece of the task begins. We will form working groups to address each of the strategic goals and will regularly evaluate our progress towards achieving those goals and adjust as needed. We look forward to this challenge and to working with all of our stakeholders to implement this plan.

**Susan J. Tornquist (and Cassie)**

Lois Bates Acheson Dean

# MISSION

Our mission is to advance the health of animals, people and the environment through inclusive and equitable education, research and services to the public.



# VISION

Creating a healthier world for animals, people and the environment.

**EXPLORATION. EDUCATION. COMPASSION.**





# CORE VALUES

**RESPECT:** Equality, Civility, Diversity,  
Professionalism

**INTEGRITY:** Work Ethic, Honesty, Character

**RESPONSIBILITY:** Sustainability, Transparency,  
Communication,  
Social Responsibility

**EXCELLENCE:** Quality, Innovation,  
Dedication, Commitment,  
Service, Education, Research

engagement

1.1 Sufficient evidence this will work better than our current approach.

1.1a Use the upcoming Regional Teaching Academy that the CCVM hosts in July 2023 to focus the entire college on improved teaching approaches coming from experts and existing materials. Promote and encourage participation noting the new expectations in (1.2) below.

training

1.2 Sufficient time and incentive to learn to teach differently.

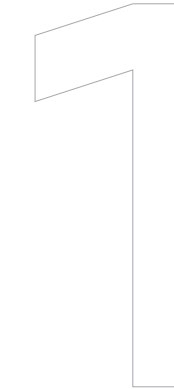
1.2a Form a work group to identify general time-saving approaches in teaching which current CCVM faculty have found to be useful, then share broadly.

1.2b Demonstrate incremental, improved teaching approaches consistent with learnings from (1.1) above or other sources as part of each faculty's annual teaching assessment starting after July 2023.

resource  
availability

1.3 New/upgraded facilities or staffing required in some areas (e.g., labs, equipment, case resources, faculty/staffing).

1.3a Establish a working group tasked with identifying current gaps in needed resources, followed by a prioritization and/or phasing recommendation to the dean.



## Adjust our delivery and assessment of veterinary knowledge and skills aimed at improving professional competence.

Our college largely relies on time-consuming, lecture-based learning and traditional exam-based assessment for delivering our curriculum despite advancements in teaching pedagogy and competency-based education. Additionally, basic science and clinical veterinary medical knowledge has increased exponentially over the last decades, necessitating us to concentrate on essential concepts, facts and skills when teaching our veterinary students, to not overload them, but to provide them with the needed knowledge and skills to become effective veterinary professionals.

isolation

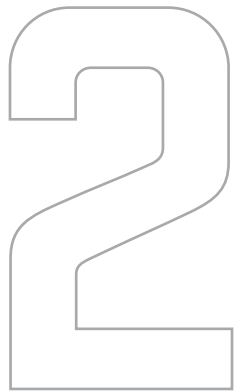
- 2.1 Lack of collective and mutually beneficial mechanisms that bring the right people together inside and outside of the CCVM and OSU.
- 2.1a Organize a forum of individuals in the CCVM with a record of successful, collaborative research and clinical practice to explore strategies for identifying and expanding partnerships.
- 2.1b Evaluate research funding across all units of the CCVM. Identify key areas of excellence for existing collaborations and partnerships. Organize regular meetings around these areas with incentive funding to expand success.

inadequate  
time and  
support

- 2.2 We lack solutions for freeing up time for research and providing support for clinical trials and administratively intensive collaborations.
- 2.2a Find the resources to increase research capability by strategic additions to faculty and support staff.
- 2.2b Identify several high-leverage processes that need reinventing to make more efficient.

implementation

- 2.3 Must achieve coordinated and integrated approach.
- 2.3a College ADR/Research Committee will create, publish and sustain a college-level research road map.



Expand our unique research and clinical expertise by investing in strategic collaborations that increase both the college’s visibility and funding.

The college is the focal point of biomedical research, clinical practice and veterinary education at Oregon State University. The pandemic and other ongoing events highlight the critical role that the CCVM research specialties and clinical expertise play in the public health and economic well-being of the university and the state. Identification of and investment in areas where the CCVM is uniquely positioned to contribute to meaningful and high-impact collaborations both within Oregon State University and the larger public health community will provide greater opportunities for private, state and federal funding needed for critical facility upgrades and hiring of faculty and staff.



active participation

- 3.1 Overcoming inertia within services/units in the college to work collaboratively together in a united goal.
- 3.1a Invest in a college-wide review of our existing mission and reacquaint everyone with what this means. Accomplish this by organizing small, facilitated, cross-team discussion groups. Repeat annually to involve new hires and keep our mission fresh and relevant.

integration

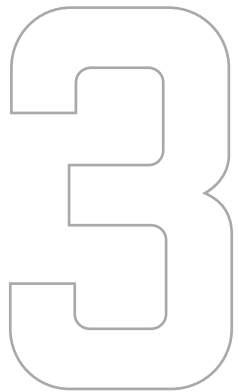
- 3.2 Surmounting area isolation and removing artificial barriers between services/units of the college.
- 3.2a Create a group of cross-unit supervisors and employees that meets ad hoc based on input received to investigate arising questions about what and why certain things are happening within the college. The goal is to provide a real-time, cross-unit, go-to place to clarify misunderstandings, uncover myths, identify non-productive activities, highlight needed communication, etc. Follow up with management to ensure any recommendations have owners and are acted upon; communicate decision rationale for actions or inaction.

designing effective engagement

- 3.3 Increasing our communication efficacy within our unpredictable environment.
- 3.3a Form a group to assess and simplify our expanding communication tool set (modalities) and determine which current tools are best for various purposes (e.g., coordinating activities/schedules, real-time communications, formal/documented communication, etc.).
- 3.3b Provide training for these tools and best practice for requisite purposes.

leadership

- 3.4 Providing effective leadership to achieve this goal.
- 3.4a Convene chairs and directors in a facilitated meeting to align and determine how to support this overall culture objective.



Achieve and sustain a culture that promotes open communication and teamwork across all units.

Culture impacts every aspect of the college and influences not only what we do, but also how we interact with each other and our community. In five years, we will have a more resilient, flexible and efficient organization that values diverse perspectives, respectfully engages each other with compassion and empathy and unites our college in support of our common mission and values.

- equity

4.1 Maintaining equity – e.g., offering schedule flexibility and/or equivalent benefits.

4.1a Invest in significant leadership development for all CCVM managers and supervisors in 2023 with the aim to create improved and common managerial practices across the college.
- competitiveness

4.2 Industry competition and the evolving field/profession.

4.2a Work with OSU HR to raise awareness of impending crisis in CCVM hiring and highlight need for policy exceptions.
- invest wisely

4.3 Identifying root causes for attrition at the CCVM.

4.3a Seek college-wide anonymous feedback from current employees about what is working and what is not working at least twice a year. Prioritize at least one item to champion and one item to improve before the next input session.

4.3b Ensure exit interviews are completed for all departing employees and publish themes.
- inclusion and support

4.4 Effectively supporting members of underrepresented groups to fulfill their different and unique needs.

4.4a Collect information from all who identify as part of an underrepresented group about how the college fares with respect to workplace and study place atmosphere for them.

4.4b Create a position dedicated to advancing diversity, inclusion and equity in the college.

4.4c Provide specific training to each class diversity chair.



4

Create an optimal workplace that attracts, retrain, retains and supports talented and diverse colleagues.

Academic veterinary institutions are struggling to attract and retain employees, and this challenge is likely to worsen as the field continues to evolve. We will redesign our system to create growth opportunities and increase flexibility within existing positions. We will also identify/address other issues that contribute to attrition. The result will be adequate staffing in all areas of the college and reduced employee turnover.





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