



# Vet Med Strategic Direction Framework

<p><b>Student/trainee career success</b></p> <p>Accelerate our ability to provide relevant, experiential instruction and preparation for all students and trainees to ensure they excel upon program completion and continue to succeed throughout their careers in a rapidly changing environment of job and professional opportunities</p>			
<p>Why it matters</p>	<ul style="list-style-type: none"> <li>• Graduates need to feel well trained upon program completion to enter advanced training programs, research, industry, public service, or practice</li> <li>• Employers need to perceive quality in OSU CVM graduates</li> <li>• Oregon State University recognizes quality of graduates and programs of the College</li> <li>• Other professional programs recognize quality of graduates and programs of the College</li> </ul>		
<p>How we will know we are successful</p>	<ul style="list-style-type: none"> <li>• Mile post examinations such as Preclinical exam, RTAs, clinical skills, OSCEs, preliminary exams and defenses</li> <li>• Post-graduation job satisfaction will be measured and improve from the initial starting levels</li> <li>• Student, graduate and employer surveys will reflect positively on training</li> </ul>		
<p>Top challenges to tackle and possible threats to success</p>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Limited services in key areas of need</li> <li>• Limited resources for instruction – classroom time, faculty/staff, facilities</li> <li>• Current curriculum does not maximize pedagogy in self-directed, experiential and life-long learning</li> <li>• Culture of maintaining status quo regarding curriculum and pedagogy</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Inability to recruit appropriate faculty</li> <li>• State and other funding cuts</li> </ul>	
<p>Largest opportunities we aspire to achieve</p>	<ul style="list-style-type: none"> <li>• Have a curriculum in place that creates well-rounded, confident, competent life-long learners</li> <li>• Have faculty well educated in traditional and alternative teaching pedagogies through research and application</li> <li>• Create a model for effective and efficient education</li> </ul>		
<p>Actions that address our challenges, mitigate threats and advance our opportunities</p>	<p><b>(First 6 months)</b></p> <ul style="list-style-type: none"> <li>• Review all training/educational programs and devise a plan with timelines and milestones</li> <li>• Implement staffing/facilities needed to address year one curriculum for larger class size</li> <li>• Focus on curricular improvements</li> <li>• Further develop and better utilize College Teaching Academy to improve pedagogy</li> </ul>	<p><b>(Within 2 years)</b></p> <ul style="list-style-type: none"> <li>• Implement staffing/facility needed to address years two to four curriculum for larger CVM class size</li> <li>• Create and expand under-represented and needed programs</li> <li>• Implement curricular revision plans</li> </ul>	<p><b>(Within 5 years )</b></p> <ul style="list-style-type: none"> <li>• Assess staffing and facility needs across the curriculum</li> <li>• Assess impact of curricular revision and program changes</li> <li>• Assess College Teaching Academy and culture</li> </ul>



# Vet Med Strategic Direction Framework

<p><b>Excellent services</b> Provide increasingly comprehensive services that continue to meet local and regional needs while focusing particular attention on developing innovative and unique capabilities that are recognized and impactful at the national level</p>			
Why it matters	<ul style="list-style-type: none"> <li>Achieving this goal will fill a regional need for these expanded services, improve patient care and service to our clients, and provide for comprehensive opportunities for student learning</li> <li>To achieve the highest and best use of all individuals working in the College</li> </ul>		
How we will know we are successful	<ul style="list-style-type: none"> <li>Increased stakeholder satisfaction as measured by surveys</li> <li>Student exit surveys indicating their educational needs are better fulfilled</li> <li>Increased patient caseload in these areas with increased collaboration between core services and added services</li> <li>Improved faculty retention</li> </ul>		
Top challenges to tackle and possible threats to success	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>Recruiting needed talent, support staff and the capital equipment needed to be successful</li> <li>Aligning faculty on which specialties are needed, how many specialists are needed for a successful service and the recruitment priority given our limited resources</li> <li>Low work place efficiency due to poor communication protocols and technology use between individuals and services</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Inability to recruit desired talent due to competition with private practice and/or other employment opportunities that require fewer hours for higher compensation</li> <li>High cost; i.e. millions of dollars needed in salary for faculty, their staff and capital equipment</li> <li>Competition with other entities that provide the same services e.g. local ophthalmologist in Corvallis</li> </ul>	
Largest opportunities we aspire to achieve	<ul style="list-style-type: none"> <li>Well thought out expansion of services and facilities to accommodate a complete complement of services in the large and small animal hospitals and diagnostic services for optimized patient care and student training</li> <li>Establishing specialties with a plan for adding faculty and staff they will need in each specialty</li> <li>Transition from service-centric to patient-centric care, including improving communication methods between services, to ensure patients are seen and treated in a timely manner with efficient clinical excellence</li> <li>Be a respected and renowned center for diagnostic and clinical excellence</li> </ul>		
Actions that address our challenges, mitigate threats and advance our opportunities	<p><b>(First 6 months)</b></p> <ul style="list-style-type: none"> <li>Develop a prioritization process for establishing and expanding services including integration of new faculty, staff and equipment into the current and proposed building facilities</li> <li>Develop a plan for improved communication between services</li> </ul>	<p><b>(Within 2 years)</b></p> <ul style="list-style-type: none"> <li>Based on the prioritization list, determine capital purchases and staffing incoming faculty will need</li> <li>Improve faculty search success, with better communication between a non-faculty representative of the CVM and the candidate as to expected timing for stages of the search</li> </ul>	<p><b>(Within 5 years )</b></p> <ul style="list-style-type: none"> <li>Seek funding and resources for these necessary purchases and hires.</li> <li>Have capital equipment and staffing in place to optimize each new faculty member’s integration and productivity</li> </ul>



# Vet Med Strategic Direction Framework

<p><b>Value a supportive and inclusive work environment</b>          Create a collegial, professional working and learning environment that is supportive of all; one that both values and demands respectful communication; encourages collaborations and allows every person to contribute their best at all times</p>			
Why it matters	<ul style="list-style-type: none"> <li>• Culture affects everything we do and people need to feel valued and respected</li> <li>• How we feel about our work place impacts our engagement at work and our well-being and that of the people around us</li> <li>• Exposing students to a positive culture enhances their relationship with the College and increases the likelihood they will have the tools and the desire to develop a positive culture in future work settings</li> </ul>		
How we will know we are successful	<ul style="list-style-type: none"> <li>• Surveys reflect a positive, professional, collegial environment</li> <li>• Increased positive interactions at all levels, with emphasis on respectful communications</li> <li>• All members are satisfied with their role within the College and highly recommend employment, referral and admission to the CVM</li> </ul>		
Top challenges to tackle and possible threats to success	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Emphasis on individual goals can lead to challenges in implementing collective goals</li> <li>• Failure to recognize that each individual’s actions and inactions contribute to the culture</li> <li>• We have a culture of competition for resources, including time</li> <li>• Not all groups feel they have equal opportunity for advancement</li> <li>• Hard to break historical cycles of negativity</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Individuals whose personalities are disruptive</li> <li>• Change in leadership positions that de-emphasizes positive culture</li> <li>• Unforeseeable circumstances that negatively affect the resilience of our College community; e.g. new competing hospital, dramatic changes in funding</li> </ul>	
Largest opportunities we aspire to achieve	<ul style="list-style-type: none"> <li>• Optimal use of resources associated with the expansion to further improve the emotional, mental, physical, and economic support for the College community</li> <li>• Practice good stewardship including; work-life balance, mentorship, positive professional relationships, and engagement in local, regional, and global communities</li> <li>• To become a model for a positive and supportive work environment</li> </ul>		
Actions that address our challenges, mitigate threats and advance our opportunities	<p><b>(First 6 months)</b></p> <ul style="list-style-type: none"> <li>• Determine top three ways to foster broad ownership of our College culture</li> <li>• Incorporate social justice, equity, and inclusion into the College culture</li> <li>• Ensure hiring process enhances strategic cultural objectives of the College</li> </ul>	<p><b>(Within 2 years)</b></p> <ul style="list-style-type: none"> <li>• Devise plans and programs for continued development of all members of the College community</li> </ul>	<p><b>(Within 5 years )</b></p> <ul style="list-style-type: none"> <li>• Optimize facilities and resources for increased ease of interaction, well-being, and sense of community</li> <li>• Re-assess College culture</li> </ul>



# Vet Med Strategic Direction Framework

<b>Increased Discovery</b> Increase faculty, staff, and student involvement in research and scholarly activities to identify and define poorly understood aspects of the natural world			
Why it matters	<ul style="list-style-type: none"> <li>• Successful research and scholarly activity will lead to a college community that is continually informed with regards to current technologies, relevant scientific discoveries, and contemporary evidence-based therapy</li> <li>• Successful research and scholarly activity will train the next generation of scientists and enhance our reputation locally, nationally and internationally</li> <li>• Increased funding can increase opportunities for the College community</li> </ul>		
How we will know we are successful	<ul style="list-style-type: none"> <li>• Increased grant support across disciplines</li> <li>• Increased publication success, as measured by numbers, types, and impact</li> <li>• Increased numbers and diversity of people including students and staff involved in research and scholarly activity</li> </ul>		
Top challenges to tackle and possible threats to success	<b>Challenges</b> <ul style="list-style-type: none"> <li>• Time demands that reduce opportunities for effective discovery</li> <li>• A lack of regular support, equipment, and trained technical staff to allow faculty to explore novel ideas</li> <li>• Ineffective implementation of a College-wide research agenda</li> <li>• Leveraging limited resources</li> <li>• Inability to overcome barriers to getting started</li> <li>• Lack of research mentorship</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>• Administrative burden of research and grant process, and compliance.</li> <li>• Decreased funding</li> <li>• The financial burden of graduate education</li> </ul>	
Largest opportunities we aspire to achieve	Break-through discoveries that ... <ul style="list-style-type: none"> <li>• can be translated into clinical and diagnostic applications</li> <li>• have a profound impact in basic sciences</li> <li>• increase sponsored research supported by donors and agencies</li> <li>• identify and protect intellectual property (IP) and commercialize when possible</li> </ul>		
Actions that address our challenges, mitigate threats and advance our opportunities	<b>(First 6 months)</b> <ul style="list-style-type: none"> <li>• Devise a plan to stimulate and reward submission of proposals that will result in a higher rate of success</li> <li>• Devise a plan to allow time for individuals to be successful</li> <li>• Assess the effectiveness of current approaches to stimulate collaboration and research</li> </ul>	<b>(Within 2 years)</b> <ul style="list-style-type: none"> <li>• Provide effective recognition, encouragement and rewards for productive collaborations inside as well as outside of OSU</li> <li>• Adjust the Promotion and Tenure process to reflect the desired goals</li> <li>• Provide effective management to core groups</li> </ul>	<b>(Within 5 years )</b> <ul style="list-style-type: none"> <li>• Use the funding coming from productive collaborations to create a more robust research environment with strong support</li> </ul>