Meetings were held with administrative leaders of the four academic departments, IT, Business Services, Facilities, UW Veterinary Care, Charmany Instructional Facility, Influenza Research Institute and Hanson Labs to review and optimize the school’s administrative structure.

School administrative leaders were surveyed regarding the content discussed in the meetings mentioned above.

Strategic Priority 0

Initiatives that cut across all strategic priorities

- Meetings were held with administrative leaders of the four academic departments, IT, Business Services, Facilities, UW Veterinary Care, Charmany Instructional Facility, Influenza Research Institute and Hanson Labs to review and optimize the school’s administrative structure.

- School administrative leaders were surveyed regarding the content discussed in the meetings mentioned above.

Strategic Priority 1

Retain, recruit, and develop high-caliber and diverse faculty

- The school increased its DVM class size from 80 to 87 students, starting with the class of 2017.

- An enhanced funding proposal was submitted to campus in January 2014 to increase resident and nonresident tuition up to the median of Big Ten schools of veterinary medicine, beginning with the class of 2018.

- The advancement group met and created a strategic plan for 2014.

- A Faculty Mentorship Task Force, chaired by Dr. Karen Young, was appointed to enhance the mentorship we provide to our faculty.

- During the fall of 2013, the Faculty Mentorship Task Force interviewed junior and senior faculty to determine what has and hasn’t worked throughout their mentorship experiences.

- Dr. Karen Young and Dr. Chad Vezina created a draft of a New Faculty Orientation Document, which we have been providing to faculty since the fall of 2013. The document is part of a larger Welcome and Orientation Program that will be rolled out in the spring of 2014.

- The department chairs, led by Dr. Nigel Cook, have created a draft of Search Committee Operation Guidelines to enable our search committees to recruit excellent and diverse candidate pools.

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By the Numbers

Gift Support in 2013

- $3.75 million raised in gift support
- $1 million more for scholarship endowments
- 50% increase in unrestricted gifts

29% increase in alumni participation

25% more dollars raised, excluding estate gifts

17% increase in the number of households giving $5,000 or more to the school
New Faculty

Dr. Rob Lipinski  
developmental anatomy

Dr. Christoph Mans  
special species

Dr. Gillian McLellan  
ophthalmology

Dr. Xuan Pan  
oncology

Dr. Michelle Turek  
radiation oncology

Dr. Julie Walker  
emergency and critical care

New Clinical Instructors

Dr. Jennifer Dreyfus  
anatomic pathology

Dr. Laura Nafe  
small animal internal medicine

Dr. Cintia Oliveira  
diagnostic imaging

Dr. Cecilia Robat  
oncology

Dr. Leandro Teixeira  
anatomic pathology

- A Clinical Research Task Force, chaired by Dr. Lauren Trepanier, was appointed to enhance clinical research through resource and infrastructure improvements.
- Dr. Lauren Trepanier was also appointed as the school’s Director of Clinical Research.
- Dr. Cecilia Robat was hired as Clinical Trials Coordinator to facilitate clinical studies at UW Veterinary Care.
- A request was submitted to the Graduate School to determine whether tuition remission can be provided to residents wishing to pursue MS degrees.
- A clinical trials and studies guide has been drafted to assist faculty and staff with preparing budgets, WISPER records, and account setup for new clinical studies.
- Dr. Cecilia Robat has distributed a survey to faculty, staff, and residents requesting feedback on clinical research to gain a better understanding of what barriers there may be to conducting clinical research.
- A greater number of the school’s internally funded Companion Animal Fund Grants are being funded by moving up the application deadline, which allows those who are not initially funded to make revisions based on reviewers’ recommendations and resubmit in the spring without a delayed budget begin date.
- The school partnered with the UW Institute for Clinical and Translational Research (ICTR) to provide statistical support to the faculty.
- The school has engaged an outside firm to organize a grant-writing seminar for faculty and staff, which will be offered in April 2014 in partnership with the Department of Medicine at the UW School of Medicine and Public Health (SMPH).
- Through multiple meetings with those involved, a draft of research administrative roles and responsibilities has been created to allow for optimal support of faculty members’ research needs, such as finding funding, submitting grants, and getting trained in compliance and conflict of interest reporting.
- The percentage of time/commitment of Annette Regele and Jenny Dahlberg was increased for centralized support of research for our faculty.
- Dr. Ruthanne Chun and Dr. Jon McAnulty were appointed as chairs of a committee responsible for conducting a feasibility study for a new building in lot 62 to expand clinical and research space. We have submitted to the selection committee our recommendations regarding the architecture firms that might conduct the feasibility study.

Strategic Priority 2

Strengthen programs in basic, translational, and clinical research

New Faculty

Dr. Rob Lipinski  
developmental anatomy

Dr. Christoph Mans  
special species

Dr. Gillian McLellan  
ophthalmology

Dr. Xuan Pan  
oncology

Dr. Michelle Turek  
radiation oncology

Dr. Julie Walker  
emergency and critical care

Additional faculty searches have been initiated in parasitology, bacteriology, radiology (two positions), anatomic pathology, small animal internal medicine, and comparative biosciences.

Additional clinical instructor searches have been initiated in radiation oncology, cardiology, emergency and critical care, anesthesia, and neurology.
On October 5-6, we offered the Clinician Scientist Training Workshop, organized by Dr. Lauren Trepanier, to enhance interest and applicable skills in applied research among veterinary medical residents and to promote collaborations among veterinary medical schools for bench-to-bedside research. The workshop was attended in-person by 90 participants as well as an additional 177 participants at 13 remote sites, including the Animal Medical Center in New York, UC Davis, Tufts University, and the University of Saskatchewan.

The 1st Annual SVM-Phi Zeta Research Day gave DVM students, house officers, and graduate students the opportunity to present posters featuring their work. The day also included a keynote presentation by Dr. Tony Goldberg, awards for the best posters, and information booths and Q&A sessions for students to learn about research opportunities.

### By the Numbers

**Increased Funding**

- **$18.9 million**
  - total grant funds for 2013
- **34%**
  - increase in grant funds from the 2012 total of $14.1 million
- **$236,000**
  - in bridge funding for 2014-15 from the UW-Madison campus; 11 faculty were funded through these resources
- **$30,000**
  - additional dollars made available for the Companion Animal Fund Grants program by the Dean’s Office, for a total of $87,000
- **$10,000**
  - made available for research support of pilot project grants by the Dean’s Office

### Strategic Priority 3

**Design an innovative professional curriculum that evolves to prepare students for a breadth of careers and professional opportunities**

- The Selectives Curriculum was launched the week of August 26, 2013. The new program exposes DVM students to hands-on experiences earlier in the curriculum and provides flexibility for learning in specific areas of student interest. Selectives offerings include poultry health, advanced shelter medicine, companion animal clinical pharmacology, applied equine anatomy and diagnostic imaging, small animal nutrition, dairy ration evaluation, laboratory research throughout the United States.

- The Office of Academic Affairs hired an Instructional Designer, Tyler Gregory, to create web-based modules to teach core competencies for each specialty within UW Veterinary Care. By September 2013, he had designed SVM-specific templates in Desire2Learn, Learn@UW, Moodle, and course scenario builder to be the basis of our web-based core competency modules. Five modules have been created and were made available to students in February 2014. These modules include Rotation Orientation and Training (Dermatology, Dr. DeBoer); Approach to a Mass (Oncology and Pathology Core Competencies, Dr. Robat, Dr. Stein, and Dr. Webb), which includes three separate modules that work together; and Bone Marrow Core Technique (Oncology Core Competencies, Dr. Robat and Dr. Stein).

- The Clinical Education Task Force began its investigation of expanding our current ambulatory program.

- Associate Dean Lynn Maki and Dr. Robb Hardie traveled to the University of Illinois College of Veterinary Medicine to tour the facilities and learn about best practices in their clinical skills lab in July 2013. Our newly remodeled Clinical Skills Training Center was integrated into the DVM curriculum in the fall 2013 semester Small Animal Surgery Lab and will continue in the spring 2014 semester courses of Small Animal Surgery Lab and Fundamentals of Surgery. A position description for an instructional specialist to support the Clinical Skills Training Center was created and is currently being advertised.

- Lynn Maki was hired as our new Associate Dean for Student Academic Affairs.

- A position description was created for an Associate Dean for Professional Programs and is currently open. The position will be offered to an associate or full clinical track or tenure track.
professor in the SVM. The person will be responsible for the overall curricular vision of our DVM program.

• Dr. William Gilles was hired as director of the WisCARES One Health Clinic, which will provide holistic health care to Dane County’s disadvantaged residents and their pets while at the same time providing clinical and service-learning opportunities for our DVM students.

Strategic Priority 4
Recruit a diverse and high caliber population of students and support their success

• We recruited our first class of 87 students for the class of 2017. The composition of this class included almost twice as many students from underrepresented cultural groups than in last year’s class.

• Carmen Reamer (Student Services Coordinator) and Lynn Maki from the Office of Academic Affairs (OAA) visited eight UW System campuses to meet with pre-vet clubs and pre-vet advisors to strengthen recruitment relationships and efforts across the state. Carmen also participated in campus-based recruiting events such as the Majors Fair, the Graduate and Professional School Fair, and the Multicultural Orientation Reception and Resource Fair.

• In order to better explain veterinary medicine as a career to audit of colleges of veterinary medicine and the American Veterinary Medical Association (AVMA) repository of career information. OAA has contacted middle and high schools in the greater Madison and Milwaukee areas to provide guidance counselors with this information for their students.

• We again participated in the campus PEOPLE program to expose middle and high school students of color and low-income students—most of whom will be the first in their families to attend college—to the possibilities of veterinary medicine as an area of study and a career.

• OAA surveyed DVM students to find out what the school can offer to better support their success throughout the curriculum, and the top four results were financial planning, massages and wellness activities, career advising, and study techniques. In response, OAA has planned two sessions in February and March 2014 in which the Financial Occupations Club for University Students (FOCUS) will engage our students regarding personal finance.

• Lynn Maki, Shelly Waller (Counselor with Personal and Wellness Support Services), and Ruthanne Chun (Associate Dean for Clinical Affairs and UWVC Director) attended the first Health and Wellness Summit at the Ohio State University College of Veterinary Medicine to meet with associate deans, directors, and counselors from other colleges of veterinary medicine and discuss issues related to mental health for DVM students.

Strategic Priority 5
Support UW Veterinary Care in achieving its strategic priorities and enhance its integration with the school

• UW Veterinary Care (UWVC) worked with the campus Office for Quality Improvement to refresh its mission and vision statements and to define its fundamental principles and strategic priorities. These have been posted on the UWVC website. The initiatives for each strategic priority are being identified and will be posted on the website by April 2014.

• UWVC administrative structure was reviewed and found to be acceptable as is. Areas of overlap with the school, such as Business Services, Human Resources, IT, and Facilities will continue to be discussed as the school’s administrative review moves forward.

• A comprehensive audit and financial analysis of UWVC was completed in early 2014. Changes have been made to how expenses are reported to more accurately portray UWVC’s financial status.

• The Large Animal Hospital Improvements Committee created a document with 23
recommendations for improving their facility. Steps have been taken towards implementation of 21 of these recommendations.

- Financial support was secured from campus to make several remodeling improvements within UW Veterinary Care, including construction of a small animal isolation unit, expansion and renovation of the pharmacy, and replacement of the Large Animal Hospital flooring.

**New Equipment for UW Veterinary Care**

- Eight-slice CT scanner
- Five new ultrasound units (one large scanner and four portable units)
- Phacoemulsion unit to surgically treat cataracts
- Ophthalmology operating microscope
- Dynamic endoscopy for horses
- TomoTherapy couch (moving platform for patients to lie on during treatment)
- Laser therapy unit
- Arthroscopy tower and scopes for orthopedic surgery

**Strategic Priority 6**

Foster a community that stimulates professional enthusiasm, collegiality, and continuous engagement within the school and throughout the University of Wisconsin System

- After reviewing other programs and resources on campus and meeting with department administrators and Mark Oglesbay (UWVC Administrator), Kristi Thorson (Associate Dean for Advancement and Administration) and Becky Badimassoud (Human Resources Director) are creating the New Employee Welcome and Orientation Program. The program includes checklists and responsibility lists to ensure all new employees begin their job with the information and resources they need. It will be rolled out this spring.

- Student leaders within the Student Chapter of the American Veterinary Medical Association (SCAVMA) served on the Interprofessional Health Summit, which is a collaboration among an array of students in the health professions, including pharmacy, veterinary medicine, nursing, medicine and public health, physical therapy, occupational therapy, athletic training, kinesiology, nutrition, and others.

- Lynn Maki and Ruthanne Chun met with basic science course coordinators to develop strategies to interface basic science education and clinical application. They have scheduled a half-day SVM Education Seminar on March 20, 2014, during which they will highlight best practices, introduce some of the clinical education modules, and facilitate face-to-face introductions to connect basic science and clinical faculty and staff.

- A committee chaired by Chuck Czuprynski (Chair, Department of Pathobiological Sciences) was appointed to address collaborative opportunities across the UW-Madison campus.

- The dean’s monthly get-togethers were expanded to other SVM locations across the UW-Madison campus, including the Robert P. Hanson Biomedical Sciences Laboratories, the Waisman Center, and the Wisconsin Veterinary Diagnostic Laboratory.

- Dean Mark Markel continued sending out his monthly Dean’s Messages and also initiated mid-month Strategic Plan Updates for faculty, staff, students, and friends of the school. These communications are meant to make the decision-making that affects the school’s employees and students more transparent.

- Dean Markel meets one-on-one with each faculty member on a yearly basis. In addition, he meets annually with each department and with students in years one through three of our DVM classes.
We have been working with a multitude of campus entities and area organizations on the creation of the WISCares One Health Clinic, including Veteran’s Affairs, Dane County Aging and Disability Resource Center, School of Social Work, United Way, Domestic Abuse Intervention Services (DAIS), School of Pharmacy, School of Nursing, the UW PA and Family Medicine programs, the Wisconsin Veterinary Medical Association, the Dane County Veterinary Medical Association, the UW Morgridge Center for Public Service, and Community Service Network.

Strategic Priority 7
Train the next generation of academic veterinarians to advance veterinary medicine through their skills, teaching abilities, and research capabilities

• In June, a program on professional development in teaching for interns and residents was initiated under the leadership of Simon Lygo-Baker (senior lecturer in higher education at the University of Surrey, UK), Karen Young, and Patricia Kokotailo of the UW School of Medicine and Public Health (SMPH). Dr. Lygo-Baker observed interns and residents in their interactions with fourth-year students and engaged the trainees in discussions about best practices in teaching in this setting.

• Karen Young regularly shares resources for professional development in teaching and learning as opportunities arise.

• The Clinical Research Task Force, chaired by Dr. Lauren Trepanier, was appointed.

• A greater number of the school’s internally funded Companion Animal Fund Grants are being funded by moving up the application deadline, allowing those who are not initially funded to make revisions based on reviewers’ recommendations and resubmit in the spring without a delayed budget begin date.

• The Dean’s Office made available an additional $30,000 for the Companion Animal Fund Grants program.

• The Dean’s Office made available $10,000 in research support for pilot project grants.

• The school partnered with the UW Institute for Clinical and Translational Research to provide statistical support to faculty.

• Lynn Maki and Robb Hardie traveled to the University of Illinois College of Veterinary Medicine to tour the facilities and learn about best practices in their clinical skills lab in July 2013. Our newly remodeled Clinical Skills Training Center was integrated into the DVM curriculum in the fall 2013 semester Small Animal Surgery Lab and will continue in the spring 2014 semester courses of Small Animal Surgery Lab and Fundamentals of Surgery. A position description for an instructional specialist to support the Clinical Skills Training Center was created and is currently being advertised.

• Lynn Maki and Tyler Gregory toured various active learning spaces on campus and the TILE (Transform Interact Learn Engage) space at the University of Iowa in preparation for the remodel of our building’s solar panel area.

• On October 5-6 we offered the Clinician Scientist Training Workshop, organized by Dr. Lauren Trepanier, to enhance interest and applicable skills in applied research among veterinary residents and to promote collaborations among veterinary medical schools for bench-to-bedside research. The workshop was attended in-person by 90 participants as well as an additional 177 participants at 13 remote sites, including the Animal Medical Center in New York, UC Davis, Tufts University, and the University of Saskatchewan.

• The school has engaged an outside firm to organize a grant-writing seminar for faculty and staff, which will be offered in April 2014 in partnership with the Department of Medicine at the SMPH.

• Through the hire of instructional designer Tyler Gregory, we have significantly enhanced our interactive teaching and learning capabilities in the clinical setting. Tyler has collaborated with faculty to package their content on web-based platforms such as Moodle, case scenario builder, Learn@UW, Desire2Learn. He also offers photography, videography, Google Glass technology, and more to allow instructors to deliver information in the most effective way possible.