



Strategic Priority 0

Initiatives that cut across all strategic priorities

- The Engagement, Inclusivity, and (EID) Diversity Committee partnered with the student VOICE chapter on their “Just Cause” initiative by highlighting the International Day of Tolerance in November 2017. “Just Cause” is a student-led initiative for SVM community members to bring attention to and engage in social justice issues that impact immediate and greater cultural communities. The EID will continue to focus on creating spaces for dialogue within the SVM, especially focused on the creation of an LGBTQ+ Community and Advocacy Group.
- The Big Ten schools of veterinary medicine have agreed to actively participate in and host the biennial Iverson Bell Midwest Regional Diversity Summit. These summits are held in years opposite the national meeting as part of national Association of American Veterinary Medical Colleges (AAVMC) annual meeting. Lynn Maki will serve as the SVM representative to this group. Wisconsin will host the regional summit in 2020. Associate Dean Maki and Dean Markel were guests on an episode of AAVMC Diversity and Inclusion OnAir during 2017-18 academic year.
- In fall 2017, the SVM partnered with faculty and graduate students in the School of Education’s Department of Counseling Psychology to engage all first-year doctor of veterinary medicine students in a Diversity Dialogue. A diversity dialogue is formatted to allow a small group of people to discuss their personal experiences, with a goal of enhancing students’ understanding of diversity and providing an opportunity for students to share with and learn from their peers’ experiences.

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**The SVM’s ranking from
*U.S. News and World Report***

- In fall 2018, the school will conduct its biennial climate survey for faculty, staff, and students to measure improvements and continued challenges in the SVM climate.
- Increase resident and nonresident tuition to the median of our national peers. The UW Board of Regents voted in June 2015 to approve the first two years of the SVM’s tuition proposal. The third and fourth year of the proposal were approved by the Regents in December 2016 to be fully implemented by 2018-19. To maintain and enhance the SVM’s quality of education, it was proposed that annual tuition increases of between 2-3% be implemented.
- The school increased its class size to 96, starting with the fall 2017 class (Class of 2021); this enrollment increase will be fully implemented by fall 2020 (Class of 2024). To accommodate additional students, the SVM hired another instructional specialist and made structural changes to some labs and instructional spaces. After full implementation of the proposed increases, the SVM base budget would have grown by \$6.9 million, but \$1.1 million was applied to the school’s base budget cut in 2015-17. In addition, scholarship support for SVM students will increase by \$1 million.
- From 2016 to 2017, new gifts and pledges increased by 13% (\$19.6 million to \$22.2 million). Cash-based gifts increased 28%, from from \$4.7 million in 2016 to \$6 million in 2017. Annual Fund giving also remained strong, despite the focus given to the SVM’s building campaign. In 2017, the school received \$458,004 in annual fund gifts, an increase of 30% over 2016.
- The SVM met its \$70 million comprehensive campaign goal in spring 2017 and the goal was increased to \$100 million. The school has currently raised \$90.3 million through the campaign. More than half (\$54.4 million) is in planned gifts and \$13.4 million is designated for buildings and grounds.
- At the end of 2017, the scholarship endowment was valued at \$17,672,490, a 60% increase over its value at the end of 2012 (\$10,985,215) and more than twice as large as the value at the end of 2007 (\$6,797,561).

By the Numbers

Gift Support in 2017-18

\$90.3 million

toward Comprehensive Campaign goal (increased to \$100 million in March 2017)

\$22+ million

secured for building expansion campaign

\$458,004

annual fund gifts (30% increase over 2016)

13% increase

in new gifts and pledges (\$19.6 million to \$22.2 million)

- The \$3 million BerbeeWalsh match for gifts of \$25,000 or more to the school's Animals Need Heroes Too building expansion campaign was completed in October 2017.
- Launched the Morrie Waud Match. To date, \$3.2 million of the \$5 million match has been secured. SVM faculty and staff have had an impact of more than \$1 million with the match.
- The SVM's Advancement team will create a focus group to explore a variety of opportunities to further engage the school's emeritus faculty and staff.

Strategic Priority 1

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

- Through the Faculty Mentorship Task Force, improve mentorship of early-, mid-, and late-career faculty. Delivered an annual workshop for mentees and mentors to review and support best practices in mentoring and to review promotional and onboarding guidelines and documents/processes. Task Force members are meeting with assistant professors and faculty mentors in their respective departments to ensure that assistant professors and faculty mentors are aware of best practices in mentoring and of promotional guidelines.
- In support of continued or renewed development of mid- and late-career faculty, members of the Academic Planning Council (APC) were charged to gather information from faculty in their departments at the associate and full professor ranks about their needs and ways to support their continued career development. Vice Provost Michael Bernard-Donals initiated a small pilot mentoring program for mid-career faculty. Depending on the success of this pilot program, it may be expanded so that SVM faculty can take advantage of a mentoring program for mid-career faculty.
- From 2013-17, the SVM has hired a net of seven new faculty members in addition to replacing faculty members who have retired or departed. Four additional positions will be added in 2018. The school's 2017 faculty hires have strong research potential in molecular parasitology, high-throughput methods to screen for novel anti-parasitic molecules; immunology with grants exploring the antibody response during retrovirus infection and looking at hematopoietic stem cells; molecular and biochemical mechanisms of neural plasticity and neuropsychiatric disorders; vascular and placental biology, fetal and sex-specific origins of adult physiology; neural stem cells and demyelinating diseases and molecular mechanisms of remyelination in the brain and spinal cord.
- In anticipation of approximately one-fourth of its faculty retiring over the next several years, the SVM will be recruiting the most talented individuals to fill those positions. The school will also create a focus group to explore a variety of opportunities to engage our emeritus faculty and staff.

New Faculty & Instructors

New Faculty Hires:

- » **ELIZABETH ALVAREZ**, Primary Care
- » **SOPHIE ASCHENBROICH**, Anatomic Pathology
- » **STARR CAMERON**, Neurology
- » **LATASHA CRAWFORD**, Immunology
- » **ALEXANE DURAND**, Diagnostic Imaging
- » **JULIEN GUEVAR**, Neurology
- » **JESSICA PRITCHARD**, Internal Medicine
- » **JAYSHREE SAMANTA**, Comparative Biosciences
- » **RUTH SULLIVAN**, Comparative Biosciences

New Clinical Instructors Hires:

- » **JULIET CAVINESS**, Primary Care
- » **KAREN HERSHBERGER-BRAKER**, Comparative Biosciences
- » **SAMANTHA LOEBER**, Diagnostic Imaging
- » **CALICO SCHMIDT**, Pathobiological Sciences

Strategic Priority 2

Strengthen programs in basic translational and clinical research

- Through the Clinical Research Task Force, enhance clinical research through resource and infrastructure improvements. UW-Madison again hosted the biennial Clinician Scientist Training Workshop in 2017 and expanded to 18 teleconferencing sites across North America, providing training to more than 200 veterinary residents at each workshop.
- Expanded the Introduction to Veterinary Research elective to both fall and spring sessions due to student demand and continued to offer the annual selective in Clinical Research Study Design, which offers individualized hands-on training for DVM students to develop their own research study suitable for grant submission.
- Continue to refine a revitalized SVM Phi Zeta Research Day (2013-present). Approximately 140 SVM faculty, staff, and students attend the event each year and research awards are presented to house officers, DVM Summer Scholars, and SVM graduate students.

By the Numbers

Research Grant Support

\$24.2 million

up 3% over 2016

- Developed a Clinical Researcher (CR) emphasis for the DVM curriculum, with the first four graduates being recognized at the commencement ceremony in May 2018.
- Updated the SVM Research webpage to include a compilation of degree and non-degree fellowships available to veterinary students, web-based Clinician Research Training modules, and links to ongoing clinical studies.
- Enhance research support for faculty and analyze the current funding landscape and provide support for problems that investigators are facing with regard to regulations, safety measures, compliance, etc. The PI Committee will continue meeting to discuss improving mechanisms for support of clinical research and other issues of importance to investigators. Management of biohazardous waste in the SVM building was outsourced to MERI (Madison Environmental Resourcing, Inc.).
- The SVM's federal and non-federal research awards totaled \$24.2 million for 2017, an increase of 3% from 2016 (\$23.6 million). To support this growth trend, the SVM held a day-long grant writing seminar for faculty and trainees in May 2018, in conjunction with the School of Medicine and Public Health's Department of Medicine.
- The SVM again held Fall Research Day with presenter Tom Cherpes DVM'89 giving a presentation on his career path and career options available to veterinary medical students.
- Seventeen students were selected to participate in the 2017 Summer Scholars Program. For the third consecutive year, we had a student supported by competitive application to the Morris Animal Foundation. We also had our first successful applicant to the AVMA Foundation Second Opportunity program. Nearly all of the SVM's Summer Scholars attended the Merial Student Symposium held at the Ohio State University, and presented posters describing their research.
- Six students are currently enrolled in the dual DVM/PhD program, and it is anticipated that an additional student will be admitted to the program concurrent to admission to the DVM program in 2018. The goal is to have eight students enrolled in various phases of the dual DVM/PhD program at any given time.
- In 2017, the Companion Animal Fund supported 12 new projects with a total budget of \$109,670. For 2018, 18 research

projects were recommended for funding with a total proposed budget of \$171,810. Funding for the program has more than doubled in the last five years.

- The SVM is responsible for 75% of the infectious disease research that occurs at UW-Madison. In 2016-17, the school hired five additional tenure track faculty. We anticipate that they will be successful in establishing independently-funded research laboratories that will increase total expenditures as their research programs develop. The addition of new tenure track faculty has increased the need for administrative support of grant submission and management. This will be a crucial issue to ensure success of young faculty.

Strategic Priority 3

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

- Increase student's experiences practicing clinical skills through an expanded Clinical Skills Training Center and its integration into the DVM curriculum. An Introduction to Clinical Skills elective course was implemented for first-year students in fall 2017. The course is taught by multiple clinical faculty and focuses on hands-on training in basic clinical skills for small and large animal species with the goal of providing basic clinical experience early in the curriculum.
- The recruitment of faculty to develop clinical skills sessions for fourth-year students on clinical rotations is ongoing. The focus for the next six months will be to recruit faculty from a range of services to develop skills labs for students on their respective specialty areas.
- Continue to create web-based learning modules for core competencies for each specialty service. The hiring of instructional designer Kathy Hendricks has put us back on track to resume development of more clinical competency modules (CCM). Plans for 2018 include identification of 10 new CCM modules for development in collaboration with the CCM taskforce and section heads of clinical services. Existing modules are being consolidated and converted to an appropriate format for inclusion in the Canvas LMS. Other instructional modules have been developed for several pre-clinical courses including Fundamentals of Surgery, Ophthalmology, Anesthesiology, and the third-year surgery lab.
- With a focus on outcome-based measures and access for accreditation, the SVM is working with campus to implement a new campus-wide evaluation tool, AEFIS. Ongoing work to look at the clinical competency data for the DVM program, in relation to new accreditation standards, is planned for summer 2018.

Strategic Priority 4

Recruit a diverse and high-caliber population of students and support their success

- In addition to the traditional campus visits to various UW System campuses, the SVM participated in virtual career fairs and given presentations to university and college pre-vet clubs across the country via Skype and continued to partner with pre-vet clubs, undergraduate academic advisors, and practitioners to provide information and admissions support.
- Admissions staff members participated in a bias workshop as a way to learn more about how to better facilitate the admissions decision-making process to include the more diverse perspective of applicants and their value to the educational environment.
- Continued outreach to middle and high schools students in Wisconsin and surrounding areas, including parents, teachers, and counselors and also worked with students from the Veterinary Medical Outreach Organization (VMOO) to engage in outreach in different ways.
- Continued partnership between the SVM and PEOPLE middle school and high school student programs, ensuring that diverse student communities learn about veterinary medicine in a classroom and experiential learning environment.
- The SVM continues to develop and organize seminars and workshops focused on financial planning and wellness activities. The emphasis at new student orientation in fall 2017 was to learn how to deal with “failure” and how to appropriately use resources to support their education in the DVM program. The school continues to listen, solicit, assess, and evaluate the needs of cohorts of students in an annual and ongoing basis.
- Construction of the Renk Learning Center was completed during the spring 2017 semester. This space has significantly enhanced the SVM’s teaching and learning spaces, including an active learning classroom, study space, clinical skills training center, meditation room, testing room, multi-headed microscope room, kitchen, and counseling office.
- With three counselors in the SVM (1 FTE and 2 PTE), the school has good support for DVM students in the curriculum.
- Following the completion of the Renk Learning Center, students have access to the meditation room, and staff and students have led meditation and mindfulness sessions throughout the semester. Weekly mindfulness workshops were offered each week throughout the spring 2018 semester. The Student American Veterinary Medical Association (SAVMA) Wellness Committee has been active in the student body, organizing events and speakers. Working with faculty and staff, the committee has also hosted a “wellness week” each semester.

Strategic Priority 5

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

- Working with UW-Madison and the state, select architects in 2018 to design the school’s building expansion in Lot 62. The design will be completed in 2020 with construction to begin in 2020-21.
- Continue working to maximize available space until the building expansion is complete. The Medical Oncology service moved into three remodeled rooms and the Tomotherapy and Physical Rehabilitation reception areas were remodeled to create three examination rooms. The space vacated by Medical Oncology was painted and minimally updated to accommodate the Primary Care and Ophthalmology services. The Large Animal reception area was remodeled and the Large Animal clinician work space should be complete by August 2018. The next area to be remodeled will be student work space. The foal and isolation monitoring equipment will also be updated.
- Define the optimal number of faculty in each clinical service.
- Annually perform financial analysis of UW Veterinary Care (UWVC) and communicate the results to each section of the hospital. UWVC is conducting mid-year financial reviews with several services to brainstorm and implement changes to support a stronger caseload and greater revenue generation and will implement faculty/house officer/student/caseload information into analysis as a data point, to assess clinical teaching workload for each service.
- Expand clinical opportunities for students in shelter medicine. Continue the Shelter Medicine ambulatory program, elective, and selective and continue the Pets for Life house calls program in Milwaukee. Develop a Madison-based Pets for Life

Hospital Improvements

UW Veterinary Care saw nearly 26,500 patient visits in 2016-17. To enhance patient care and client service, the following projects were recently completed:

Medical Oncology relocated to three remodeled rooms near Radiation Oncology

Primary Care and Ophthalmology wards updated

Tomotherapy and Physical Rehabilitation reception space reconfigured to create three new exam rooms

Large Animal Reception Area remodeled

program and investigate a relationship between the program and WisCARES. Through Pets for Life, fourth-year veterinary medical students assist in providing medical care to underserved and at-risk pets and families in partnership with the UW Shelter Medicine Program and the Dane County Humane Society.

Strategic Priority 6

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

- Repeat Employee Climate Survey in 2018 in order to measure the progress since the 2016 survey. For the 2016 survey, two additional questions were added and students, employees-in-training, residents, and grad students were included in the distribution. Dale Bjorling and Jenny Dahlberg met regarding survey feedback from research related appointments, and Ruthanne Chun, Ken Waller, Meenu Verma, and Nancy Parkinson meet monthly to discuss climate in the UWVC, the status/success rate of different initiatives that are being tested, as well as new ideas for continued improvement of the climate.
- The SVM and WVDL have partnered to implement a joint wellness program. Based on the results of the 2016 climate survey, the task force launched monthly wellness activities in April 2017. This initiative is ongoing with no defined end date.
- The SVM continues to be actively engaged in supporting interprofessional education. Ruthanne Chun serves as the SVM's representative on the executive committee for the Center for Interprofessional Practice and Education (CIPE). CIPE also created an advisory committee comprised of associate deans from each of the health sciences education programs; Lynn Maki serves as the SVM representative on the CIPE Steering committee.
- DVM students enrolled in a new interprofessional course, Interprofessional Leadership in Public Health in fall 2017.
- The SVM actively supported students engaged in other interprofessional education opportunities, including the Interprofessional Health Summit and campus wide One Health initiatives, including student leadership roles within the One Health Day Colloquium in November 2017. DVM students continue to engage in learning experiences (classroom-based and field study-based) at the Global Health Institute.
- Create an intranet resource of course itineraries so instructors can identify and contact others who teach correlating topics. Much of the data necessary for a curriculum map is being collected via the new departmental course review process, as well as the new course syllabus standardization process.

With administrative support, including direct communication and meetings with faculty course coordinators, a basic in-house document should be developed by summer/fall 2019. Central campus has put on hold any effort to develop a curriculum mapping program in collaboration with AEFIS until the AEFIS course evaluation program is further implemented across campus. Depending on campus resources, we will move forward with the in-house database for the curriculum map. In the meantime, the SVM is continuing to look for more robust software programs, such as iSeek, and ilios, that would be feasible for a professional curriculum mapping program.

- Communicate collaborative opportunities to SVM faculty members by incorporating contacts in the new faculty handbook.

Strategic Priority 7

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

- Continue to enhance the support and resources available for clinical research, including faculty and trainee research opportunities, guided by the recommendations of the clinical research taskforce. The SVM has more than doubled the research support for the companion animal program over the past five years, awarding a total of \$171,810 in 2018.
- Encourage graduate students, residents, and faculty to attend teaching workshops and/or the UW Teaching Academy. Announcements of workshops/symposia in teaching offered by the UW-Madison Teaching Academy and the Delta Program (a program supported by the Center for the Integration of Research, Teaching and Learning [CRTL]) are distributed via the all SVM email list.
- Simon Lygo-Baker produced eight videos for clinical teachers, interns and residents. He also lecture-captured a series of seminar discussions on several topics, including planning and delivering the “perfect” lecture, active learning spaces, emotion in learning and action research.
- The Renk Learning Center opened in 2017. The Clinical Skills Training Center has quickly become a highly utilized space and supports several new initiatives, including small group lab sessions for fourth-year students on topics including small animal internal medicine, small animal surgery, dentistry, large animal surgery rotations, and a new Introduction to Clinical Skills elective course supported by multiple clinical faculty for first-year students.