



**Strategic Priority 0**

**Initiatives that cut across all strategic priorities**

- The Engagement, Inclusivity, and Diversity (EID) Committee continues to focus on creating spaces for dialogue within the School of Veterinary Medicine (SVM), with special attention dedicated to the creation of an LGBTQ+ Community and Advocacy Group. Students, faculty, and staff, have also connected with the interprofessional group Pride in Healthcare.
- The Big Ten schools of veterinary medicine have agreed to actively participate in and host the biennial Midwest Regional Iverson Bell Summit. These summits are held in years opposite the national meeting as part of the Association of American Veterinary Medical Colleges (AAVMC) annual meeting. Associate Dean Lynn Maki will serve as the SVM representative to this group and Wisconsin will host the regional summit in 2020.
- In fall 2018, the school conducted its biennial climate survey for faculty, staff and students in order to measure improvements and continued challenges in the SVM climate. Data were summarized and compared to previous surveys to determine the focus of continued efforts to improve the school's climate.
- In spring 2019, the SVM partnered with the School of Education's Department of Counseling Psychology to engage first-year students in a Diversity Dialogue, which allows a small group of people to discuss their personal experiences, with the goal of enhancing students' understanding of diversity and providing an opportunity for students to share with and learn from their peers' experiences.



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

- During the 2018-19 academic year, the school completed the full implementation of its plan to increase resident and nonresident tuition to the median of its national peers. To maintain and enhance the SVM's quality of education and keep tuition levels near the median of its national peers, the school proposed an annual tuition increase of 3 percent for both the 2019-20 and 2020-21 academic years. This plan was unanimously approved by the UW Board of Regents in December 2018.
- The school increased the incoming class size to 96 starting in fall 2017 (Class of 2021) and continuing through fall 2019 admissions, with plans to maintain the 96-member class size for its fall 2020 admissions process.
- By the end of 2018, the school secured more than \$24 million toward its building campaign and \$98 million toward its \$100 comprehensive campaign goal (reached in May 2019). The SVM received \$9.5 million in new gifts and pledges in 2018 and cash-based gifts increased to \$6.2 million. Over the last three years, 12 percent of the school's alumni have made at least one gift to the SVM; 16 percent have made at least one gift to the school in the last five years.
- The school's Animals Need Heroes Too building expansion campaign continues to be a key focus for its Advancement team. The campaign website — [animalsneedheroestoo.com](http://animalsneedheroestoo.com) — was redesigned in spring 2018 to reflect the building expansion plans and how people can help. This was done without the use of external consultants.
- Through successful marketing partnerships with Badger Sports Properties, the Farm Report with Pam Jahnke, and Wisconsin Radio Network, the school is successfully communicating both its value and the critical need for additional space to critical audiences around the state. The SVM has hosted legislators and staff from more than 35 offices, including Governor Evers, and engaged numerous statewide advocates who are communicating the importance of the building expansion project on the SVM's behalf.

**By the Numbers**

**Gift Support in 2018**

**\$98 million**

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

**\$24+ million**

secured for building expansion campaign

**\$9.5 million**

in new gifts and pledges

**\$6.2 million**

in cash-based gifts (3% increase over 2017)

## Strategic Priority 1

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

- Through the Faculty Mentorship Task Force, improve mentorship of our early, mid, and late career faculty. Task Force members are meeting with assistant professors and faculty mentors in their respective departments to ensure that they are aware of best practices in mentoring and of promotional guidelines and that committee chairs are writing reports, sending them to the mentee and other committee members for edits, and sending the final report to the department chair and the mentoring coordinator.
- In support of continued or renewed development of mid- and late-career faculty, members of the Academic Planning Council were charged to gather information from faculty at the associate and full professor ranks about their needs and ways to support their continued development. Vice Provost Michael Bernard-Donals initiated a small pilot mentoring program for mid-career faculty that began in fall 2016 as a two-year cohort-based program. Presumably, the program will be evaluated in 2018-2019. 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 2013-2018, the school has hired a net of nine new faculty members, in addition to replacing faculty members who have retired or departed. Three additional faculty positions were added in 2013, one in 2014, two in 2017 and three in 2018.
- In anticipation of approximately one third of its faculty retiring over the next several years, the SVM will focus on recruiting the most talented individuals to those positions and will create a focus group to explore a variety of opportunities to engage emeritus faculty and staff.

## 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 to be implemented over the next two years. Lauren Trepanier was appointed Assistant Dean of Clinical and Translational Research in 2018. UW-Madison continues to host the biennial Clinician Scientist Training Workshop (most recently in 2017) and has expanded to 18 teleconferencing sites across North America, providing training to more than 200 veterinary residents at each workshop.

## New Faculty & Instructors

### New Faculty Hires:

- » **SARA COLOPY**, Small Animal Soft Tissue Surgery
- » **GRAYSON DOSS**, Special Species
- » **J.P. MARTINS**, Large Animal Theriogenology
- » **SUSANNAH SAMPLE**, Small Animal Soft Tissue Surgery
- » **GRAHAM THATCHER**, Dentistry and Oral Surgery

### New Clinical Instructors Hires:

- » **URI DONNETT**, Shelter Medicine
- » **CARRIE SCHROEDER**, Anesthesiology
- » **KELLY SCHULTZ**, Primary Care (WisCARES)
- » **ERICA SCHUMACHER**, Shelter Medicine

- Continue to offer the Introduction to Veterinary Research Elective in fall and spring sessions due to student demand. The SVM also continues to offer the annual selective in Clinical Research Study Design, developed in spring 2015, 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 each year, and research awards are presented to house officers, DVM Summer Scholars, and graduate students.
- Developed a clinical researcher emphasis for the DVM curriculum, with the first four graduates being recognized at the commencement ceremony in May 2018.
- Generated content to update the SVM Research webpage, including a compilation of degree and non-degree fellowships available to veterinary students, information on the DVM Clinician Researcher emphasis, web-based clinician research training modules, and links to ongoing clinical studies.
- Refined the role of the Clinical Research Coordinator, which increased to 50 percent FTE from 25 percent FTE to better support the growing need for clinical trial coordination. This role includes creating study flyers, monthly study updates for referring veterinarians, and slides for continuing education events, as well as maintaining the clinical studies webpage to increase patient recruitment into SVM clinical studies. The

coordinator also reviews UW Veterinary Care appointments each week and sends reminders to clinicians and services about possible study options.

- Developed the Clinical Research Seminar Series, a monthly session to provide focused research training to interns and residents from the departments of Medical Sciences, Surgical Sciences, and Pathobiological Sciences during the academic year. Topics include hypothesis generation, study design, basic statistics, sample size calculation, and grant writing.
- Provided leadership within the Clinical and Translational Science Award One Health Alliance (COHA), with Assistant Dean Lauren Trepanier serving as Chair of the Clinician Scientist Education Committee. The SVM was the home institution for two COHA pilot grants that provide funding for Translational Research Summits, which bring physician scientists and veterinary clinician scientists together on an even playing field to discuss shared spontaneous diseases and opportunities for collaborations. Dean Markel serves as the COHA Steering Committee liaison to the COHA deans.
- The SVM hired Karenne Giguere in October 2018 to enhance support of research administration and post-award business services activities. An additional position will be hired to support research administration in the coming year.
- Analyze the current funding landscape and provide support for problems that investigators are facing with regard to regulations, safety measures, and compliance. The Principal Investigator Committee will continue to discuss options for improving mechanisms for support of clinical research and other issues of importance to investigators.
- Increase training opportunities, including mentoring, for faculty and trainees in research grant writing through to publication.
- Acquisition of extramural support for research remains highly competitive. Federal and non-federal awards totaled \$28.8M in FY18, maintaining similar support to the prior year. Given the large number of incoming new hires for faculty in 2018, we anticipate that incoming grant support will take at least a few grant cycles to ramp up in realized award increases.
- The SVM held a daylong grant writing seminar for faculty and trainees in May 2018, in conjunction with the School of Medicine and Public Health's Department of Medicine. Thirty-seven SVM affiliated faculty and trainees participated in this workshop-style training aimed at National Institutes of Health (NIH) proposal preparation.
- The SVM again held Fall Research Day in October 2018. Diane Larsen DVM'90, PhD '99 and Kevin Schultz (SVM faculty member, 1985-1995) discussed career options for doctors of veterinary medicine.

## By the Numbers

### Extramural Research Support

# \$28.8 million

in 2017-18

- Twenty-six DVM students applied and 18 were selected to participate in the 2018 Summer Scholars Program supported by funding from the NIH, Boehringer Ingelheim, and the Morris Animal Foundation. An additional student from Utrecht University in the Netherlands spent 16 weeks in the program and performing additional research in Satish Kumar's laboratory. She submitted an abstract for presentation at the Society of Reproduction Investigation meeting in Paris and received a highly competitive award to attend the meeting and present her work. For the fourth consecutive year, the SVM had a student supported by competitive application to the Morris Animal Foundation. All 18 Summer Scholars attended the Boehringer Ingelheim-NIH Student Symposium at Texas A&M University and presented posters describing their research.
- The combined DVM/PhD program has six students currently enrolled, and an additional student will begin the program in fall 2019. When at full capacity, the goal is to have eight students enrolled in various phases of the combined DVM/PhD program at any given time.
- In 2018, the Companion Animal Fund supported 18 new Companion Animal Fund projects with a total budget of \$169,460. For 2019, 21 new Companion Animal Fund projects were recommended for funding with a total proposed budget of \$182,335.
- Strategically hire new faculty with strong research potential. In 2017-18, the School of Veterinary Medicine hired one tenure track faculty member and four clinical track faculty. The addition of new faculty increased the need for administrative support for grant submission and management, and was a motivation for creating a new position to assist with both pre-award and post-award management. Jenny Dahlberg has organized and implemented a new faculty orientation and training for research administration items and plans to host additional sessions at least twice per year to orient new faculty.
- Working with UW-Madison and the state, the SVM selected Flad Architects and Affiliated Engineers, Inc. to design the SVM addition in Lot 62. The design will be completed in 2020 with construction to begin in 2021.

## Strategic Priority 3

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

- Increase students' 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 and continues to be a well-received elective. Enrollment has held steady with full or near-full enrollment with about 20 students each semester. 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, and the focus for the next six months will be to recruit faculty from the emergency and critical care, cardiology, and oncology services to develop skills labs for students on their respective services.
- Continue to create web-based learning modules for core competencies for each specialty service and continue to support the development of instructional modules to enhance student learning in preclinical courses across all four departments with assistance from instructors, instructional specialists, and instructional designer.
- Develop better course evaluation and student evaluation systems, focus on outcome-based measures, and assess for accreditation. The SVM is working with campus to implement new campus-wide evaluation tool, AEFIS. A task force continues to look at the clinical competency data for the DVM program, in relation to new accreditation standards and holistic curriculum review.
- Six students are currently enrolled in the combined DVM/PhD program, and an additional student has been admitted to the program concurrent to admission to the DVM program in fall 2019. This will increase the total number of students in the program to seven, starting in the 2019-20 academic year.

## Strategic Priority 4

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

- In addition to traditional visits to various UW System campuses, the SVM has participated in a virtual career fairs and given presentations to university and college pre-vet

clubs across the country via Skype. The Office of Academic Affairs continues to partner with pre-vet clubs, undergraduate academic advisors, and practitioners to provide information and support regarding admissions.

- Members of the admissions committee continue to discuss bias and diversity as a strength of the admissions process, including more diverse perspectives and experiences of applicants and their value to the educational environment.
- Admissions staff have engaged in direct outreach to guidance counselors and agricultural teachers at high schools in Wisconsin where we historically have recruited very strong food animal veterinary medical students. Staff also continued outreach to middle and high school students in Wisconsin and surrounding areas, including parents, teachers, and counselors, and worked with the students from the Veterinary Medical Outreach Organization (VMOO) to engage in outreach in different ways.
- 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 2018 was to learn how to deal with "failure" as part of the educational process and how to appropriately use resources to support their education in the DVM program. The school continues to listen to, solicit, assess, and evaluate the needs of cohorts of students on an annual and ongoing basis.
- Mental health support has continued to be a very important priority in the SVM. With three counselors based in the SVM (1 FTE and 2 PTE), the school has good support for DVM students in the curriculum. The school has focused on strengthening professional relationships with counseling resources at University Health Services Mental Health Services, including therapeutic groups available to students, and community-based resources for students. Faculty, staff, and students also attended two presentations on suicide prevention hosted at the SVM, thereby increasing awareness and knowledge of mental health and mental illness within the SVM community.
- 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. In spring 2019, they hosted their third annual Wags for Wellness 5k run/walk, which has continued to raise awareness for mental health and wellbeing in veterinary medicine.

## Strategic Priority 5

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

- The school is working with UW-Madison and the state, Flad Architects and Affiliated Engineers, Inc., and other stakeholders, to design the SVM addition in Lot 62. The design will be completed in 2020 with construction to begin in 2021. The kick-off meeting with the design team took place in spring 2019, and meetings with departments and other SVM leadership teams are ongoing to discuss the process and the project timelines.
- Prior to initiating the building expansion design and construction, the SVM continues working to maximize use of available space in the current hospital. Projects in 2018 included creating a large animal clinician workspace and remodeling the student work area within the Morrie Waud Large Animal Hospital (MWLAH), as well as remodeling the MWLAH feed and bedding storage area to accommodate the installation of a large animal standing CT scanner. Although not completed until 2019, a storage shed was erected south of the hospital's equine isolation stalls to hold the large animal feed and bedding that was displaced by the large-animal standing CT scanner.
- Annually perform financial analysis of UW Veterinary Care and communicate the results to each section of the hospital. This process is ongoing and adjustments are made each year to provide accurate data to each section.

## Strategic Priority 6

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

- In order to measure progress since the 2016 survey, the Employee Climate Survey was again sent out to faculty, staff, employees-in-training and students at the end of 2018 and extended into January 2019. The results are being compiled and the data will be shared with SVM leadership.
- The SVM and the Wisconsin Veterinary Diagnostic Lab (WVDL) are now in the third year of a wellness program partnership. The task force continues to meet on the second Wednesday of every month. Based on attendance and feedback regarding the monthly wellness activities, the task force has decided to eliminate offerings for June through August, as many of the staff and faculty are engaged in wellness activities outside of the workplace. They will also be discussing ideas for monthly wellness communications with a list of activities that are taking place on campus to supplement the

## Hospital Improvements

UW Veterinary Care saw nearly 27,000 patient visits in 2017-18. To enhance patient care, the following projects were completed:

**New clinician workspace and student work area remodel in the Morrie Waud Large Animal Hospital**

**Remodeling of the feed and bedding storage area to accommodate the installation of a cutting-edge large animal standing CT scanner**

**Construction of a storage shed south of the large animal hospital to house feed and bedding and maximize patient space.**

offering that are provided by SVM/WVDL. Megan Hicks will take a larger lead in assisting with the facilitation of meetings, disseminating communications, coordination and assignment of activities.

- The SVM continues to be actively engaged in supporting interprofessional education. Ruthanne Chun represents the SVM 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 advisory committee. Other SVM faculty and staff also participate in CIPE activities. DVM students enrolled in a new interprofessional course, Interprofessional Leadership in Public Health, in fall 2018.
- The SVM has also 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 2018. DVM students continue to engage in both classroom-based and field study-based learning experiences in 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 now 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 able to be developed by fall 2019. Central campus has paused efforts 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 that would be feasible for a professional curriculum mapping program. The SVM is compiling syllabi and specific outcomes for each course within the current curriculum. As additional course reviews are completed (over the next 24 months), the goal is to add lecture outcomes for each course so as to provide additional detail regarding where specific subjects are taught within the curriculum and build the foundation for a curriculum map.
- Communicate collaborative opportunities to SVM faculty by incorporating these contacts in the new faculty handbook.
- who were unable to attend. Lygo-Baker observed faculty, residents, interns, and certified veterinary technicians in the hospital in their roles as teachers and provided feedback.
- The Renk Learning Center opened in 2017. The Clinical Skills Training Center has quickly become highly utilized and supports several new initiatives, including small group lab sessions for fourth-year students on small animal internal medicine, small animal surgery, dentistry, and large animal surgery rotations and a new Introduction to Clinical Skills elective course supported by multiple clinical faculty was created for first-year students.

## **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 increased the research support for the companion animal grant program by 200 percent over the past five years to more than \$180,000.
- Encourage graduate students, residents, and faculty to attend teaching workshops and/or the UW Teaching Academy. Announcements of workshops/symposia in teaching and learning 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 provided via the all SVM email list.
- Working with Simon Lygo-Baker, create a professional development program in teaching for interns and residents using online teaching videos and ongoing in-person observation. This builds upon a series of videos that Lygo-Baker produced in 2015 with editorial input from Lynn Maki, Tyler Gregory, and Karen Young. The videos cover topics such as teaching in a clinical environment, how students learn, lesson planning and presenting information effectively, providing feedback, and enhancing teaching through peer review. Interns and residents in particular are encouraged to view the videos, and continue to hone their teaching knowledge and experiences with mentors and faculty clinicians.
- Simon Lygo-Baker also conducted weekly seminars and discussions in July through September 2018 with invitations to the whole SVM community, including interns and residents. Seminars were lecture-captured and made available for those