



In collaboration with the UW-Madison Office of Strategic Consulting, the School of Veterinary Medicine's (SVM) leadership spent spring through fall 2020 reviewing our mission and vision, as well as our strategic priorities. We met with and listened to our stakeholders, including faculty and staff, students, alumni, and our Board of Visitors. The result was a new strategic plan and key priorities for 2021-25. Included in this report is a summary of those initiatives, goals, and our progress to date.

Led by **Richard Barajas**, who joined the school in September 2020 as its first-ever director of diversity, equity, and inclusion, the SVM's Equity, Inclusion and Diversity Committee created a supplemental DEI-focused strategic plan to better position the school to enhance the diversity of all who work and learn here, as well as the school's equity and inclusivity.

The strategic plan is also the beginning of a year-long process and self-study for our upcoming AVMA Council on Education re-accreditation. We began crafting the self-study this spring, with the goal of completing it by the end of the year. Our site visit is scheduled for January 2022.

Strategic Priority 1

LEAD EDUCATIONAL EXCELLENCE

- **Innovate the SVM curriculum and lifelong learning offerings** to implement an adaptable, relevant, evidence-informed, and competency-based educational program to develop current and future veterinarians
 - Led by Associate Dean **Peggy Schmidt**, the school launched the PREPARE Graduates Task Force in 2020 with representation from faculty, staff, and external stakeholders (alumni/organized veterinary medicine).
 - The task force was charged with exploring educational research and scholarship and making recommendations for curricular framework; examining current curriculum by utilizing results of the Holistic Curriculum Review Committee, meeting with faculty and instructional staff, and reviewing the current curriculum map; and identifying best practices for teaching and learning.
 - In spring 2021, the PREPARE Graduates Task Force worked through phase two of the curriculum revision process -- the design phase. Five new working groups formed to identify educational technology needs for supporting the revised curriculum, develop professional and clinical skills components, define the overall curricular structure, and disseminate work in scholarly meetings and publications.
- **Identify and utilize educational scholarship and best practices in teaching and learning.**
 - Provide resources and financial support for professional development, conferences, and additional training (e.g., Association for Medical Education in Europe, Association of American Veterinary Colleges, and other books/resources).
 - Promote ongoing educational and assessment support for faculty and instructional staff, on campus (UW Teaching Academy, Delta) and SVM expertise (**Simon Lygo-Baker** and others).
 - Follow a scholarly approach to teaching and actively communicate this throughout the SVM and beyond; recognize innovative teaching methods within the school, and disseminate these ideas throughout the school and beyond through publishing.
 - Hire and retain a robust cadre of faculty, instructors, and support staff to coordinate, implement and sustain best practices and utilize best practices for the ethical use of animals in teaching.
- The group's proposed curricular structures will be shared out to the SVM community and stakeholders in summer 2021. The participatory design process will continue through additional workshops and listening sessions to further refine the revised curriculum.
- The SVM will perform course development and concurrent mapping focused on learning outcomes, assessment practices, instructional methods, and content, with revised curriculum beginning in fall 2023.
- This revised curriculum will be monitored and evaluated to ensure it is meeting stated goals (continuous quality improvement process) including outcomes assessment of any changes to the curriculum.

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

- Reward teaching excellence, facilitate faculty promotion and appointment with teaching as an area of excellence and use of the “teaching professor” title.
- **Focus on needs of current, past, and future students/professionals.**
 - Expand student clinical training experiences within the new and renovated UW Veterinary Care teaching hospital (scheduled for completion in 2024) throughout the DVM curriculum.
 - Model and institutionalize lifelong learning to provide competent and confident workforce to enhance animal, human, and environmental health.

Strategic Priority 2

CUTTING-EDGE RESEARCH & SCHOLARSHIP

- In May 2021, **Marulasiddappa Suresh**, John E. Butler Professor of Comparative and Mucosal Immunology, was selected as the school’s new Associate Dean for Research and Graduate Training. Effective September 1, he will succeed **Dale Bjorling**, who has served in this role for a decade.
- **Grow the SVM’s enterprise in basic, clinical, and translational research** and expand its local and global impact to include enhancing research support infrastructure — people, services, and space.
 - Provide comprehensive project lifecycle administrative support for faculty/staff-initiated research program.
 - Encourage expanded clinical and translational research and increase internal funding available for clinical research and pilot investigation.
 - Offer training to principal investigators, including junior faculty, regarding professional development opportunities, grant writing, and research administration policies, procedures, and processes.
 - Identify professional development opportunities for junior clinical and tenure track faculty.
- **Recruit and retain highly productive and qualified faculty.**
 - Recruit faculty with exceptional research potential, including those in clinical departments, to compete at highest levels for funding and publication.
 - Provide competitive retention packages and access to essential, shared services to retain outstanding faculty and staff.
 - Evaluate shared equipment needs and manage their use with clearly defined financial support, maintenance, and operational strategies.
 - Identify and prepare for future faculty needs in areas

By the Numbers

Total Research Grants (2020-21)

\$24.8 million

of high demand and minimal applicant availability, including “grow your own” strategies.

- **Support, train, mentor, and inspire the next generation of researchers** (undergraduate, DVM, DVM/PhD, and graduate students, post-doctoral trainees, and junior faculty).
 - Attract and support outstanding and diverse graduate and post-graduate trainees.
 - Maintain and expand training support through federal grants, non-profit foundation support and gift funds.
 - Increase awareness of, and engagement with, the Office of the Vice Chancellor for Research and Graduate Education and the Office of Postdoctoral Studies.
 - Expand DVM/PhD program via strategic funding opportunities and gifts.
- **Support partnerships and strategic relationships with industry and other stakeholders.**
 - Increase engagement with campus Office of Business Engagement, Wisconsin Alumni Research Foundation, and the Wisconsin Institute for Discovery.
 - Engage friends of the school, including industry partners, alumni and Board of Visitors members, to identify partnership opportunities.
 - Stimulate and facilitate faculty research collaborations.
 - Work with campus leadership to streamline processes for industry collaborations via agreement terms and conditions templates for clinical trials and clinical collaborations.
 - Promote entrepreneurship and encourage SVM spin-off startups.

Strategic Priority 3

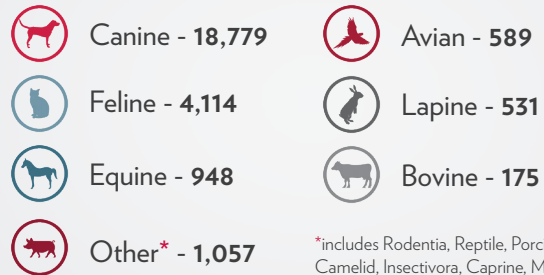
DELIVERING OUTSTANDING ANIMAL CARE

- In June 2021, Clinical Professor **Christopher Snyder** assumed the role of Associate Dean for Clinical Affairs, succeeding Clinical Professor **Ruthanne Chun**, who led the school’s teaching hospital for more than decade.
- **Improve access to care.**
 - Address bottlenecks to workflow including personnel and structures to help increase caseload and improve patient care.

- Build connections with veterinary technician schools and colleges to develop a pipeline of qualified staff.
- Improve community access to primary care by expanding the Primary Care service and the Wisconsin Companion Animal Resources, Education and Social Services (WisCARES) programs.
- Increase clinical and support staff in Primary Care to support a higher and expanded caseload; increase student exposure to this important educational service and reduce wait time to receive care.
- Increase clinical and support staff in WisCARES, both veterinary medical and social work, pharmacy and nursing staffing and increase veterinary medical and interprofessional student involvement to more overtly improve health care literacy and cultural humility in student education.
- Identify funding sources to support access to advanced care at UWVC, and for WisCARES and other clients with limited financial resources.
- Improve student education to be more communicative, collaborative, and relationship-focused with clients, referring DVMs, clinicians, staff, and fellow students.
- **Further develop a positive and equitable environment within the hospital for clinicians, students, staff, and clients** (animal owners and referring veterinarians).
 - Enhance transparency of decision-making by engaging appropriate stakeholders.
 - Support stronger communication skills by broadening awareness and understanding of the value of intentional use of communication skills to build professional relationships with clients and with colleagues. Provide resources and training on clinical communication skills for faculty, staff, and students.
- **Promote mental health and wellness within UW Veterinary Care.**
 - Expand pool of non-medical support for clients and employees — continued development of veterinary social work support through collaboration with the School of Social Work and other mental health care providers.
- **Expand and improve hospital infrastructure, including state-of-the-art diagnostics and therapeutics.**
 - Support the generation of new knowledge to advance animal care and inform human healthcare.
 - Promote new and better diagnostic, preventive and treatment options for animals, including a preemptive strategic approach to maintain and update high quality equipment.
 - Support professional development of faculty and staff to help design and promote new therapeutics and diagnostics.

By the Numbers

Patient Visits in 2019-20



- Identify financial resources (program revenue, foundation, governmental) to more sustainably support these tools.
 - **Optimize both client and staff/student experience** (including referring DVMs).
 - Improve student primary care education.
 - Enhance collaborative relationships with rDVMs.
 - Expand hands-on training opportunities for students.
 - **Enhance outreach to improve animal care in the State of Wisconsin and beyond.**
 - Partner with key stakeholders, including the Dane Co. Veterinary Medical Association, other UW schools, and state organizations, to improve animal care in underserved communities.
 - Support the Food Animal Production Medicine team, and help it enhance its collaboration with campus and state agricultural industries.
 - Support the Shelter Medicine Program to engage with local and national shelters.
- ## Strategic Priority 4
- ### THRIVING ORGANIZATION
- **Increase awareness of the School of Veterinary Medicine with internal and external stakeholders.**
 - Focus communication strategies to enhance the school's visibility nationally and internationally.
 - Continue to work with faculty, staff, students, clients, friends and alumni of the school to further engage them in our success.
 - **Practice ethical and sustainable use of resources** (physical, human, animal).
 - Provide mental health and wellness support for faculty, staff, and students.
 - Continue focus on minimizing the use of animals required to achieve teaching and research goals.

By the Numbers

Gift Support (2020-21)

\$137.3 million*
Total All Ways Forward support

\$15.8 million
in new gifts & pledges

\$10.3 million
in new estate gifts

3,215
total donors

**January 2013 to present — includes \$78.5 million in new estate gifts*

- Identify innovative ways to reduce, reuse, and recycle physical and energy resources.
- **Increase organizational agility and adaptability to lead and meet new challenges.**
 - Engage faculty, staff, and students to address current and new challenges and opportunities as they occur through improved communication and collaboration.
- **Plan for integration of the SVM expansion and renovation (2021-24) with current infrastructure.**
 - Ensure the FF&E coordination specialist partners closely with relevant staff to understand their needs to minimize service disruptions and best meet their equipment needs.
 - Engage other schools of veterinary medicine that have had similar expansion projects to learn best practices to integrate current infrastructure and personnel into expanded operations (e.g. IT, Facilities, Hospital Staff and equipment).
 - Manage and minimize disruptions as the new building and other spaces are constructed and renovated.
 - Work with SVM and other campus partners to determine optimal staffing and infrastructure for the opening of the SVM North building. These include but are not limited to hospital staff, FP&M, custodial, teaching resources, and research infrastructure (such as shared and individual equipment and animal facilities).
- **Build financial stability.**
 - Continue work with UW Veterinary Care to enhance its profitability.
 - Continue focus on enhancing sources of revenue and stabilize expenditures to strengthen the financial position of the school.

Strategic Priority 5

VIBRANT COMMUNITY FOR ALL

- **Foster a diverse, equitable and inclusive (DEI) environment.**
 - In spring 2021, created a DEI-specific strategic plan aligned with the SVM strategic plan that engages constituents.

- Research best practices for a holistic student admissions process, as well as an inclusive and equitable faculty and staff recruitment process, and make appropriate changes to the existing structures.
- Communicate SVM and UW diversity, equity and inclusion initiatives and encourage participation.
- Support the overall process of revising the curriculum with a focus on topics of DEI being infused throughout all four years of the SVM curriculum (to be implemented starting in fall 2023).
- **Encourage and model wellbeing through support of physical and mental health.**
 - The school continues to provide annual mental health and first aid trainings for faculty, staff, and students.
 - Provide regular wellness activities for faculty, staff and students.
 - Strengthen partnership with the American Association of Veterinary Medical Colleges and utilize the best practices that are available.
 - Encourage SVM leaders within the faculty, staff and student population to model healthy choices.
- **Amplify a collegial and welcoming community among students, faculty, staff and alumni.**
 - Acknowledge all members of the SVM community for their unique contributions.
 - Ensure leaders model behaviors to support a vibrant community.
 - Support school-wide events, communications and activities that encourage a welcoming environment.
- **Utilize the biennial SVM climate survey to identify and address climate concerns or issues.**
 - Create initiatives based on survey results. For example, in response to findings from the 2020 survey and larger issues facing the veterinary medical profession, the school has created a wellbeing task force, chaired by Associate Dean **Lynn Maki**. Over the next five months, this task force will develop the charge and composition of a committee focused on efforts to enhance the wellbeing of our faculty, staff and students.

Students who are Black, Indigenous, or from other underrepresented racial and ethnic groups represent

27%
of the Class of 2025

(26 of 96 students — compared to 13.5% of the Class of 2022)

Nationally, the number of racially and/or ethnically underrepresented DVM students is currently about 20 percent of total enrollment.