



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 Assistant Dean **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 was also the beginning of a year-long process and self-study for our 2022 AVMA Council on Education re-accreditation. We completed the self-study in November 2021 and hosted a site visit for AVMA’s appointed review team in January 2022. In late June, the Council on Education granted the school full accreditation for the next seven years. No major or minor deficiencies were noted.

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.
 - Between August 2020 and March 2021, working groups within the PREPARE Graduates Task Force created a series of recommendations for best practices in teaching, learning, and curriculum. The key recommendations

were shared in a series of Critical Conversations designed to illicit feedback from the SVM community to aid in identifying possible barriers to implementation and potential solutions to overcome identified barriers. The recommendations are incorporated in ongoing discussions on curriculum and course design.

- Best practices for teaching and learning were identified within the Task Force’s working groups. Examples of where current best practices are implemented have been identified through individual conversations, scholarly contributions to SVM Education Day, and within the weekly Teaching and Learning Community of Practice noon meetings.
- The creation of a more robust curriculum map in summer 2021 provided a foundational understanding of how current course learning outcomes align with Bloom’s taxonomy and where there are gaps and opportunities for more intentional scaffolding of student learning and development of knowledge and skills. Two partial curriculum structures were shared with SVM faculty in summer 2021. Feedback resulted in a series of guidelines for curriculum revision which had unanimous faculty support. In November 2021, a Curriculum and Course Design working group was created to incorporate curricular recommendations and revision guidelines in a structure that will likely be successful in addressing current gaps and ongoing concerns of the current curriculum.
- After careful consideration of the effects of the ongoing pandemic on faculty and staff workload and wellbeing, the department chairs recommended, and the Dean supports, moving implementation of the revised curriculum to fall 2024.

By the Numbers

Rankings

#8

**U.S. News and World Report
Best Veterinary Schools (2019)**
New rankings to be announced in 2023

#12

**QS World University Rankings:
Veterinary Science (2022)**
#6 among U.S. schools

- In preparation for monitoring and evaluating the revised curriculum, a baseline learning environment survey was deployed to students at the end of the fall 2021 semester. These data will be continually collected in cohorts of students matriculating in the current legacy and future revised curricula for data comparison purposes.
- **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, American Association of Veterinary Medical 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 school made its first hire within the teaching professor title in summer 2021. Clinical faculty openings are more frequently posted to include the teaching professor track option for appointment. We now have four teaching professor appointments.
 - 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

- Effective September 1, 2021 **Marulasiddappa Suresh**, John E. Butler Professor of Comparative and Mucosal Immunology, succeeded **Dale Bjorling** as the school’s Associate Dean for Research and Graduate Training.

By the Numbers

Total Extramural Research Funding (2021-22)

\$30.6 million

Largest award total in the school’s history

- **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.
 - A new team was created to better support research administration at the SVM. Due to the increase in proposal volume and complexity, as well as several new training programs we have now a team of 2.5 FTEs to help with proposal review and submission. Two members of the team share the responsibilities of handling non-funded agreements, as well as other data use agreements. Another employee manages post-award financial review, as well as approval of fund transfers and all continuations for outgoing subawards and sponsored research closeout awards. As a result, the school is much better served with support for proposal preparation, urgent just in time responses, preparation for current and pending support documentation, and federal reporting.
 - The school received high quality applications for clinical research and pilot investigations benefiting companion animal health and offering training opportunities for resident and interns. Guided by faculty peer review, we funded all meritorious proposals for a total of more than \$127K. In the future, we will prioritize part of the funding to leverage collaborations between clinical and basic research faculty.
 - The SVM supported a grant-writing workshop for principal investigators, including junior faculty, postdoctoral fellows, and dual degree veterinary medical students. The research administration also hosted townhall meetings to inform researchers of new administrative policies of the SVM, university, and granting agencies.
 - The school’s vivarium and dog kennel areas, were fully renovated to meet the current animal facility standards. The renovated facility is anticipated to be commissioned in August 2022. Like the rest of the country, due to competition from private contract research companies and industry, we experienced high turnover of animal care staff. SVM has adjusted the prevailing wages for animal care staff to stay competitive. By so doing, we have retained and recruited animal care staff to almost full capacity. We plan to offer professional development opportunities for animal care staff to acquire new skills and gain upward mobility in their jobs. The Office of Strategic Consulting is working with the animal care staff to enhance climate, efficiency, morale and wellbeing.

- **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. The school supports critical common use equipment including a 16-color flow cytometer, Leica Confocal Microscope and imaging station, by way of contributing to equipment service contracts and assisting with the maintenance and upkeep of the instruments.
 - 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 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).
 - The dual degree DVM/PhD program continues to recruit outstanding applicants, and two of our current students received their PhDs and were also successful in competing for the coveted F30 fellowships from the NIH.
 - The school received 22 applications for the Summer Research Program, and were able to fund all of them through support from the NIH, Boehringer Ingelheim, SVM and mentor’s grants.
 - We successfully renewed a T32 application for 5-year funding from the NIH to support graduate training of veterinarians in biomedical research.
 - The application (T35) submitted to the NIH to fund summer research of 10 DVM students was favorably reviewed by the review committee.
 - SVM faculty submitted two R25 grants to the NIH, seeking support for research training of underrepresented undergraduates. The school was also granted funds from Boehringer Ingelheim to support summer research program of 3 DVM students.
 - The school is engaged with the School of Medicine and Public Health, the College of Agricultural and Life Sciences, and the Office of the Vice Chancellor for Research and Graduate Education in supporting the establishment of a Swine Center for Biomedical Research.
- Expand DVM/PhD program via strategic funding opportunities and gifts. Leveraging funding from the NIH will be difficult because there is already a NIH-funded MD/PhD program at UW-Madison. Other funding opportunities are being explored.
- **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. We plan to organize mini-research symposia to ignite collaborations between faculty and foster submission of competitive larger program grants.
 - 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, UW Veterinary Care (UWVC), for more than a decade.
- **Improve access to care.**
 - UWVC continues to seek and identify tools, internally and externally to examine and evaluate internal hospital workflow to improve efficiency. In 2021, industrial engineering students completing their capstone project spent a semester evaluating and creating recommendations to improve workflow efficiency with the anesthesia service. A formal process improvement project with campus resources has been underway evaluating the anatomic pathology service looking to improve their efficiency.
 - Build connections with veterinary technician schools and colleges to develop a pipeline of qualified staff. Veterinary technician supervisor Jill Medenwaldt has transitioned into a role where she focuses on establishing relationships with area veterinary technician colleges and supports internal professional development efforts. Two technician hires have resulted thus far from the technician internship program with Madison College.

By the Numbers

Patient Visits in 2021-22

29,451



Canine - 21,056



Equine - 771



Feline - 4,682



Avian - 671



Lapine - 850



Bovine - 266



Other* - 1,155

*includes Rodentia, Reptile, Porcine, Mustelidae, Camelid, Insectivora, Caprine, Marsupial, Ovine, Primate, Fish, Amphibian, and other mammals.

- Improve community access to primary care by expanding the Primary Care service and the Wisconsin Companion Animal Resources, Education and Social Services (WisCARES) programs. The Primary Care surgery service saw continued growth and development over the past year. As efficiencies within the service and anesthesia are identified, the plan for this experience and caseload to increase and have a greater capacity for student experiences are anticipated. In 2021, we also established a Primary Care dentistry service, which will target the needs of Primary Care patients, help increase exposure for students to routine dental procedures and help reduce wait time to receive care.
- Evaluation of Primary Care clinicians' needs and identifying the service as an important area of growth is constantly considered. The targeted expansion of this service within the current function of the hospital is in conjunction with the goal of expanding teaching opportunities for students seeing entry-level veterinarian type cases.
- 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. In 2021-22, we continued to experience COVID restriction challenges within clinic workflow.
- 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. We continued weekly and monthly meetings with different administrative and leadership groups. As other needs develop, such as certain focused groups to handle issues like COVID policies in the hospital experts an key stakeholders will be identified to develop and recommend policies and procedures.
 - 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.
- Communication rounds are a normal occurrence in certain clinical rotations. UWVC's recently hired social worker, will now be included in these rounds, allowing school's counselors to focus more time on serving veterinary medical students. Faculty have participated in the AO Faculty Education Program (FEP), which is designed to enhance communication in an educational environment resulting in effective teaching. These efforts are also facilitated by weekly Friday teaching forums.
- In 2021, we began offering yearly meetings with faculty and UWVC supervisors to discuss their experiences working in the clinic and to determine how the hospital can further support their pursuits. This has been effective in helping to bridging relationships between the new hospital leadership and the clinicians and key UWVC stakeholders.
- **Promote mental health and wellness within UW Veterinary Care.**
 - Expand pool of non-medical support for clients and employees — continued development of veterinary social social work support through collaboration with the School of Social Work and other mental health care providers.
 - A full-time UWVC licensed clinical social worker has been placed into the hospital. Through 2022, we will continue to fine tune the role this type of support will play, balancing between a focus on meeting client needs during difficult conversations and mental health emergencies, as well as facilitating communication rounds with students and offering a limited number of hours per week where private therapy sessions may be provided to staff, house officers and clinicians.
- **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 — much of this will take place as equipment is identified, purchased, and installed in new and existing spaces in the hospital.
- Promote new and better diagnostic, preventive and treatment options for animals, including a preemptive strategic approach to maintain and update high quality equipment. We continued cooperative efforts with school's the Advancement team, including client and DVM communications highlighting the advancements of clinical and clinical research program offerings within the UWVC/SVM, which continue to evolve.
- Support professional development of faculty and staff to help design and promote new therapeutics and diagnostics.
- Identify financial resources (program revenue, foundation, governmental) to more sustainably support these tools. Regular evaluation of the hospital's revenue streams and a determination to strike a balance between profitability and maintaining the school's educational and clinical research missions continue to be a priority.
- **Optimize both client and staff/student experience** (including referring DVMs).
 - Improve student primary care education by building out and bolstering the clinical teaching expertise of faculty and staff. Early 2022 included the delivery of AO North America's Faculty Education Program (FEP). This program enhances and develops educators effectiveness to deliver didactic lectures, enhances their ability to facilitate small group discussions and organize and execute laboratory exercises. A second offering will hopefully be delivered in later 2022.
 - Enhance collaborative relationships with rDVMs. In cooperation with the Advancement team, UWVC continues to identify areas of hospital growth and target those areas with routine messaging to the referring veterinarian population. Our 2022 priorities include efforts to promote the large animal hospital, as areas of the hospital continue to open following remediation and 2021 clinician turnover.
 - Expand hands-on training opportunities for students. We implemented the Primary Care Dental Service with the intent of serving the basic dental needs for Primary Care patients and provide hands-on training opportunities for students. We also continued evaluation of the Primary Care Surgery Service to determine ways to improve efficiency and increase throughput.
- **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. UWVC established a

partnership with WVMA to promote the idea of pet health insurance, which will be messaged statewide and that education hopefully can help create a model of more affordable care to 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. In November 2021, we hired two new communications staff, one of whom is focused on enhancing the school's visibility, especially in ways that could influence rankings. To that end we have provided media training on site for nearly 20 faculty and staff, launched a new LinkedIn page as well as a Twitter account for the dean, and developed a targeted communications plan for those likely to vote on rankings through a combination of AAVMC Connect posts and regular mailings.
 - The communications team launched an editorial calendar and we are working on several branding initiatives for faculty to use in posters, presentations, and on their websites. Going forward, the team will continue to offer onsite media training and tip sheets and is developing a media placement strategy, with a focus on national media outlets. Last year stories published to the news section of the SVM website increased 34 percent over the previous year and web traffic to the news pages increased 13 percent.
 - Several school stories were highlighted in the AVMA Animal Health Smart Brief daily newsletter and media coverage included 115 stories in a variety of mainstream and academic national publications. A national press release developed in coordination with Accuray about the new Radixact system included coverage by Yahoo Finance, which has an estimated reach of 51 million visitors. A total of 839 news stories nationwide mentioned the SVM or UWVC.
 - Continue to work with faculty, staff, students, clients, friends and alumni of the school to further engage them in our success. The Advancement team works with a variety of partners on media and communications initiatives, as well as fundraising. The school documented \$140,707,296 in gifts as part of the campus-wide comprehensive campaign that concluded in 2021.

- Last year, annual fund gifts increased by 14.9 percent, surpassing the half-million mark for the first time, and alumni participation grew by 58 percent (6 percent participation). More than \$55 million has been secured for the building project, with \$5.5 million remaining to cover construction and equipment costs.
- **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.
 - 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.**
 - FF&E coordination specialist Sandy Gordon began in March 2021 and is working closely with school partners to develop requirements for their equipment needs and to coordinate moves required by the construction project. She also works closely with campus and project partners in addition to vendors to successfully meet project timelines and to identify cost savings when possible.
 - 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) — with occupancy of the addition 18+ months away, these conversations have not yet begun.
 - Manage and minimize disruptions as the new building and other spaces are constructed and renovated. By developing positive working relationships with DOA and the construction team we have successfully been able to minimize disruptions. C.D. Smith and their contractors have been great partners, often starting work as early as 3 a.m. to prevent disruption during the school's work hours. We developed a system to communicate when work needs to be stopped for safety reasons in the large animal hospital.
 - 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

By the Numbers
Gift Support

>\$140 million	>\$55 million
Total All Ways Forward support	Building expansion support
14.9% increase	58% increase
in annual fund gifts	in alumni giving participation
>\$500K for first time ever	(6% participation)

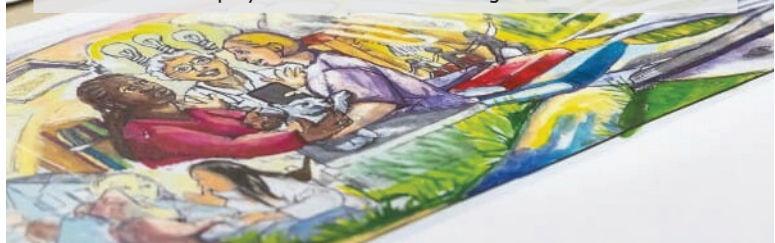
and individual equipment and animal facilities). Hospital hiring decisions surrounding staff and clinical instructors are made with expansion needs in mind.

- **Build financial stability.**
 - Monthly meetings take place between Associate Dean for Finance **Ed Rodriguez** and UWVC administration to review the hospital's financial situation. Careful thought is put into commitment to faculty- or hospital-funded instructor lines with the purpose of revenue-based financial sustainability. Pay raises and financial recruitment efforts have been created out of UWVC fee increases.
 - 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 March 2021, the school finalized 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.
 - SVM faculty removed the GRE (graduate record exam) from the DVM admissions requirements to minimize barrier and potentially biased exam. Next steps include creating standard bias training for the DVM admissions committee targeted for implementation in summer 2022.
 - Communicate SVM and UW diversity, equity and inclusion initiatives and encourage participation. The school implemented several new events and promoted DEI-focused opportunities to the SVM community. These include, but are not limited to Alumni Spotlight events, Purdue Certificate Discussions, Health Sciences Learning Communities, SVM Community Reads (Academic Ableism, The Merit Myth and The 1619 Project),

The SVM welcomed participants from universities across the country as the selected hosts of the 2022 Iverson Bell Midwest Regional Diversity Summit, May 20-22. The primary goal of the event was to promote diversity and inclusion in veterinary medicine, with special attention to academia. Attendees helped paint a community mural, designed by Milwaukee artist Tia Richardson, which will be displayed at the school starting in late summer 2022.



This is How We Role, Intercultural Development Inventory, Our Wisconsin, Health Sciences Lunch and Learn Speaker Series, and Witnessing Whiteness discussions.

- 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. The ongoing curriculum revision is being guided by the AAVMC CBVE Competency Framework. Three of the competency domains within this framework: Communication, Collaboration, and Professionalism and Professional Identity, contain competencies that explicitly address DEI. Assistant Dean **Richard Barajas** is a member of the Curriculum Course Design and the Professional Skills working groups to ensure that DEI are infused throughout the curriculum.
- **Encourage and model wellbeing through support of physical and mental health.**
 - Provide regular wellness activities for faculty, staff and students. SVM HR offered professional development seminars on financial wellbeing topics including a UW benefits refresher and retirement options. The school also offered yoga for all faculty, staff and students both in person and via Zoom from December 2021 through March 2022.
 - The school continues to provide annual mental health and first aid trainings for faculty, staff, and students. In March 2022, the school held Suicide Prevention Training: Recognize, Respond and Refer with University Health Services.
 - Strengthen partnership with the American Association of Veterinary Medical Colleges and utilize the best practices that are available. Associate Dean **Lynn Maki** served as Academic Affairs liaison to the Veterinary Medical Wellbeing Professionals group, and meets monthly with AAVMC Wellbeing Director, Makenzie Peterson
 - 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. The school held wellbeing listening sessions with students, faculty and staff in fall 2021 and continued the annual SVM team in the Berbee Derby run/walk in November 2022.
- **Utilize the biennial SVM climate survey to identify and address climate concerns or issues.**
 - Create initiatives based on survey results. Examples of issues currently being addressed include:
 - More integration with Comparative Biomedical Sciences (CBMS) graduate students**
 - Presentation on microaggressions to the department
 - CBMS graduate students were added to the SVM Diversity Equity and Inclusion Committee
 - CBMS hosted a DEI Workshop in spring 2022 open to the SVM community
 - Lack of knowledge on who or how to report climate issues**
 - Creation of the SVM student mistreatment form
 - Highlighting in orientation and other venues who you can reach out to both within the SVM and at the campus level (also highlighted in CBMS presentation)
 - Increased opportunities for exposure to topics in DEI (see above)**
 - Multiple town halls with students focused on DEI
 - Ethics discussion with 2nd year DVM students focused on DEI climate and microaggressions
 - DEI standing line item added to PBS and CBS faculty meeting with initial discussion facilitated by assistant dean for diversity, equity, and inclusion
 - First generation professionals career panel held in spring 2022