

Strategic Plan

Annual Progress Report 2023



School of
Veterinary Medicine
UNIVERSITY OF WISCONSIN-MADISON

Strategic Plan

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In collaboration with the UW-Madison Office of Strategic Consulting, the School of Veterinary Medicine created a new strategic plan refining our strategic priorities in 2020–21. We are now in year three of this plan, focused on the five priorities that follow. Some of the highlights of the past year include continued discussions and forward progress with a new curriculum based on a competency based veterinary education framework. We currently plan to implement this new curriculum in the fall of 2025. This past year also saw the highest amount in research awards in the school's history and more than 100% higher than 2012 at \$34 million. The once every four year US News and World Report rankings of the best veterinary schools also was released in 2023, with the school moving from number eight to number seven in this ranking. We were also ranked number 15 in the world by QS World University Rankings: Veterinary Science and number eight among US schools.

Last, but certainly not least, is the continued construction of our new North Building addition, as well as continued remodeling of our current South Building with the addition of a large animal arena and new large animal isolation facility. We look forward to the opening of our North Building addition in late 2023.



1.1 - 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.

- Launch PREPARE graduates task force with representation from faculty, staff, and external stakeholders (alumni and organized veterinary medicine)

- Explore educational research and scholarship and make recommendations for curricular framework.
- Examine current curriculum by utilizing results of the Holistic Curriculum Review Committee, formal and informal meetings with faculty and instructional staff, and current curriculum map, to identify best practices for teaching and learning.
- Create and share out the structure for the revised curriculum based on recommendations from PRE-PARE graduates task force and Nimble Working Group.
- Perform course development and concurrent mapping focused on learning outcomes, assessment practices, instructional methods, and content, with revised curriculum beginning in 2025.
- Monitor and evaluate revised curriculum to ensure it is meeting stated goals (continuous quality improvement process) including outcomes assessment of any changes to the curriculum.
- Plans are being developed to monitor and evaluate the faculty teaching & learning environment in the legacy and revised curriculum.

1.2 - 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 (AMEE), Association of American Veterinary Colleges (AAVMC), and other books/resources.

Faculty participating in revision efforts have been offered copies of Brown's Make it Stick and Harden's Essential Skills for a Medical Educator.

Seven faculty are participating as the inaugural cohort in the AMEE Essential Skills in Medical Education (ESME) course.

Faculty presented their scholarly work in education at multiple conferences including the AAVMC Annual Conference, the AAVMC Veterinary Educator Collaborative, and AMEE.

- Promote ongoing educational and assessment support for faculty and instructional staff, on campus (UW Teaching Academy, Delta) and SVM expertise (Dr. Lygo-Baker, etc.).

Hired staff with MS and/or EdD in educational fields to form the OAA Curriculum & Educational Support Team providing resources for instructional design, assessment methods, educational technology, educational research, and other professional development needs in teaching & learning. Full-day teaching & learning focused workshops were delivered to two cohorts of house officers, plus a 7-part seminar series for UWVC technician educators kicked off in January 2023.

- 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.
- Ensure a robust cadre of faculty, instructors, and support staff to coordinate, implement and sustain best practices (hire and retain).
- Utilize best practices for the ethical use of animals in teaching. Use of cadavers and live animals in the revised curriculum are part of the ongoing design and development process. The recently released AAVMC Guidelines for the Use of Animals in Veterinary Education will be utilized as a resource for curricular planning.
- Reward teaching excellence, facilitate faculty promotion and appointment with teaching as an area of excellence and use of the 'teaching professor' title.



6 Six faculty have been hired under the Teaching Professor title.

The Scholarship Working Group has met with department chairs, Divisional Committee reps, UC rep, and VP for Teaching and Learning to discuss broadening the definition of teaching and implementation of teaching portfolios as a means of demonstrating achievement and excellence.

Conversations continue about updating and potentially standardizing departmental promotional documents to reflect expanded definitions of teaching activities and options for documentation.

1.3- Focus on needs of current, past, and future students/professionals

- Expand student clinical training experiences within the new and renovated University of Wisconsin Veterinary Care (UWVC) throughout the DVM curriculum.
- Model and institutionalize lifelong learning to provide competent and confident workforce to enhance animal, human, and environmental health.



2 **Strategic Priority Two**
Cutting-Edge Research & Scholarship

2.1 - Grow 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 programs.
Continuing to provide 1:1 support to investigators; including guidance on recent changes for NSF and NIH requirements.
- Encourage expanded clinical and translational research.

CTSA Innovation Award funded 2019-2024 (\$1,470,418).

- Increase internal funding available for clinical research and pilot investigation.

Increased efforts to publicize clinical and translational discoveries in the SVM via social media and magazines.

- Offer training to principal investigators, including junior faculty, regarding professional development opportunities, grant writing, and research administration policies, procedures, and processes.

Provided monthly Clinical Research Seminar Series; annual grant-writing workshops; town hall meeting on new requirements from NIH (Data management plan) and NSF.

- Identify professional development opportunities for junior clinical and tenure track faculty.

Launched Biennial Translational Research Immersion Program.

Participated in annual Grant-writing workshop (in collaboration with SMPH).

2.2 - 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.

Maintaining critical core research equipment by supporting purchase of annual service contracts; Installed a freezer monitoring system (for -80 C ultracold freezers).

- Identify and prepare for future faculty needs in areas of high demand and minimal applicant availability, including “grow your own” strategies.

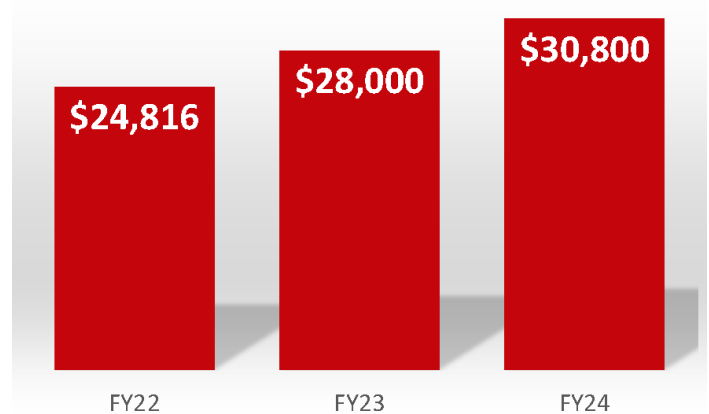
Renewed the 5-year NIH T32 grant for graduate training of veterinarians in biomedical research (\$1,960,325).

Mentoring current DVM students in research via the Summer Scholar’s program, as a pipeline for the CBMS T32 fellowship.

2.3 - 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.

The CBMS program has increased the minimum stipend for Graduate Research Assistants. Over that last 2 years, we have increased our minimum stipend from the graduate school minimum of \$24,816 in FY22 to \$28,000 for FY23 and then again to \$30,800 for FY24.



Paying graduate students a living wage and providing support for expenses such as housing and transportation allows us to attract and support our student researchers.

Dr. Lisa Arendt and student Abbey Williams secured HHMI funding that has allowed us to make deliberate strides for DEI in our program. In 2022, we held the first CBMS student-organized seminar in DEI from Dr. Sherry Watts (University of Iowa) on Difficult Conversations. We continued the guest speaker series in Spring 2023.

Mental health is a growing concern among our Graduate Students. We have prioritized improving the overall student experience with the implementation of student listening sessions and mental health presentations during the Path-Bio 930 seminar series.

In response to student feedback, we created the CBMS student led wellness and social committee to plan and promote our community-building events that bring our students together to create a stronger sense of inclusion, camaraderie, and well-being.

- Maintain and expand training support through federal grants, non-profit foundation support and gift funds.

Renewed the 5-year NIH T32 grant for training veterinarians in biomedical research (\$1,960,325).

CTSA Innovation Award funded 2019-2024 (\$1,470,418).

We received funding from Boeringer Ingelheim and USDA to support summer research opportunities for DVM students.

- Increase awareness of, and engagement with, the Office of the Vice Chancellor for Research and Graduate Education and the Office of Postdoctoral Studies.

OVCGRE supports several research and training programs with matching dollars. SVM is involved in hosting Future Faculty Bootcamp with the Office of Post-doctoral studies.

- Expand DVM/PhD program via strategic funding opportunities and gifts.

Our dual degree students are engaged with the MSTP program for weekly seminars/chalk talks, F grant writing workshops, and annual symposium in the hope to apply for supplemental T32 funds for our students. We continue to seek additional funding sources for these students. We are engaging with other combined degree programs in the country to enhance recruitment and training of DVM/PhD students.

2.4 - Support partnerships and strategic relationships with industry and other stakeholders

- Increase engagement with campus Office of Business Engagement, RSP, WARF, and WID.
- Engage friends of the school, including industry partners, alumni and Board of Visitors members, to identify partnership opportunities.
- Stimulate and facilitate faculty research collaborations.

Companion Animal Pilot Grants mechanism is being leveraged to foster collaborations between basic and clinical faculty.

- Work with campus leadership to streamline processes for industry collaborations via agreement terms and conditions templates for clinical trials and clinical collaborations.

Due to Research Administration Modernization Project rollout in June 2023, this item will be revisited following revised campus procedures.

- Promote entrepreneurship and encourage SVM spin-off startups.



3.1 - Improve access to care

- Build connections with veterinary technician schools and colleges to develop a pipeline of qualified staff.

The UWVC has created a position for a veterinary technician trainer whose job it is to not only provide development opportunities for existing hospital staff, but to also foster relationships with area technical colleges to provide a structured internship program for technician students.

Veterinary Technician Trainer

- Provide development opportunities for existing hospital staff.
- Foster relationships with area technical colleges.
- Provide a structured internship program for technician students.

This program has already resulted in 3 technician hires following the advent of this program.

- Address bottlenecks to workflow including personnel and structures to help increase caseload and improve patient care.

The hospital continues to explore creative methods to recruit and retain talented staff. Working with main campus HR to provide leniency and flexibility where we can will be important for continuing to be competitive with private practice job opportunities.

Particularly difficult and important areas to expand hiring include our overnight CCU, the ER and anesthesia. All these services directly limit or prevent our hospital the opportunity to see more cases.

- 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.

The Primary Care service has experienced growth this past year with a designated primary care intern and hiring an additional clinical instructor. The addition of the Primary Care clinicians has allowed for expanded coverage for the Primary Care Dentistry service which continues to experience long wait times to be seen. The Primary Care Service's actual complete potential for caseload growth won't meet its true potential until we have expanded into the new and renovated building space.

- 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.

Lyn Empey, DVM, joined the WisCARES staff in April 2022. She replaced Jose Rivera-Rivas, DVM, as a full-time clinical instructor. Shortly after she started working at WisCARES, Hilary Cox, CVT, was hired as a second full-time CVT. Those 2 hires have catalyzed the program and improved student education and the work culture at WisCARES.

- ◆ Multiple licensed veterinarians have come to volunteer regularly between half day every other week to one day every week.
- ◆ Dental procedures are now regularly scheduled every other Monday.
- Identify funding sources to support access to advanced care at UWVC, and for WisCARES and other clients with limited financial resources.
 - ◆ The school has several donor supported funds that provide client financial assistance.
 - ◆ Maddie's Fund, PetSmart Charities, Purina Foundation, PetcoLove, and the School of Pharmacy provide funding to support operational expenses at WisCARES.
 - ◆ The ASPCA NTSI program provided a grant to purchase a new x-ray machine for the clinic. The Friends organization (Friends of the University of Wisconsin Veterinary Medical Teaching Program, Inc, DBA as Friends of WisCARES) provided additional funding to cover the remaining balance on the purchase. This unit was installed in late 2022.
 - ◆ Dechra, BI, IDEXX, Hills, Purina, all provide in-kind support in the form of medical supplies and pet food.
- Improve student education to be more communicative, collaborative, and relationship-focused with clients, rDVMs, clinicians, staff, and fellow students.

Clinician education centered on communication and how to be a clinical educator is advanced by continued support by OAA and UWVC to send one clinician per year to the Institute of Clinical Communications program.

Additionally, oncology and primary care services utilize the hospital social worker in weekly rounds centered on communication.

2022 also saw creation of a program for technician teaching training delivered in early 2023. This training opportunity arose from technician listening sessions where they voiced desire to receive more formal training on how to be effective clinical teachers.

3.2 - Further develop a positive and equitable environment within the hospital for clinicians, students, staff, and clients (animal owner and rDVM)

- Enhance transparency of decision-making by engaging appropriate stakeholders.

In addition to regular meetings where various constituents of the hospital are involved (hospital administrative group weekly, section head and supervisors meeting monthly,) quarterly all-hospital meetings were started. These meetings involve the entirety of staff and 4th year students. These quarterly meetings are on varying days of the week and at varying times. In addition, 2022 also saw utilization of the Office of Strategic Consulting to work with our technician group to explore how the hospital can be better at recruitment and retention, how the hospital can better utilize veterinary assistants.

- 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.

Following information collected from house officer listening sessions and technician listening sessions, and in conjunction with OAA, the hospital has been facilitating specific times for both groups to receive training.

Teaching training has been occurring for the past several years during house officer orientation. In early 2023 a similar program is planned for UWVC technicians.

3.3 - 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.

In March of 2022, a full-time social worker joined the hospital. The past year has been a year of growth and opportunity whereas Rhonda Nichols has developed relationships by working with individual sections, house officer groups, one-on-one client interactions and by being a resource for staff, house officer and clinicians to provide one-on-one support. By the end of 2022, Veterinary Support Services has employed the help of a veterinary social work intern and in 2023 there will be an additional intern supporting that group.

Veterinary Support Services Program

- Full-time social worker on staff
- Social work intern, second joining in 2023
- Supports hospital clients, clinicians, staff, and students in processing difficult situations and emotions

“Veterinary staff focuses their expertise on the animals. Social work is added to help the human needs involved, both with animal owners and staff,” Rhonda Nichols, UWVC Social Worker, says.



3.4 - 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.

The hospital continues to be a reservoir for encouraging and conducting clinical trials and clinical research data collection. Upon completion of the new building project, there will be significantly improved facilities for cutting edge practice and advancements in veterinary medical care.

- Promote new and better diagnostic, preventive and treatment options for animals, including a preemptive strategic approach to maintain and update high quality equipment.

Yearly calls for proposals for new hospital equipment are shared with the advancement group for donor funding. Completion of the new building, facilities and new equipment will create a cutting-edge environment for exciting programs that will generate data for advancing the profession.

- Support professional development of faculty and staff to help design and promote new therapeutics and diagnostics.

In partnership with OAA, the two groups co-sponsor sending a faculty member who teaches in the clinic to the Institute for Healthcare Communications.

Following the hospital director attending the Cornell Center for Veterinary Business and Entrepreneurship, there have been a steady stream of available webinars by their faculty or identified by the Center as experts in their field.

These opportunities, as well as webinars hosted by the WI Veterinary Professional Assistance Program, are promoted within the hospital. In the summer of 2022, a wellbeing seminar was hosted on creating an environment of psychological safety.

- Identify financial resources (program revenue, foundation, governmental, etc.) to more sustainably support these tools.

Following preparation of the 2023 fiscal budget, the staffing shortage has created a severe strain on the hospital to compete within and outside of the profession to recruit and retain staff (veterinary assistants and certified technicians). In addition to competitively compensating our veterinary staff, it remains a priority of the hospital to better compensate our house officers. In combination with fee increases, the hospital has determined that partnering with corporations for house officer sponsorship is an opportunity to increase revenue. In conjunction with capabilities of the new hospital electronic medical record system, continued efforts to identify areas for improved efficiency have resulted in objective data supporting wide variation between clinicians on services. New efforts are being explored to allow faculty to be given credit for being active and present when contributing on clinics when there may seem to be priority placed on other faculty expectations.

3.5 - Optimize both client and staff/student experience (including rDVMs)

- Improve student primary care education.

March 2022 saw the start of the UWVC social worker. This position has created additional communication and other types of rounds regularly with the support service. The primary care dentistry has also continued to ramp caseload and revenue generation creating new learning opportunities on the Primary Care service.

- Enhance collaborative relationships with rDVMs.

Regular communications are shared by the advancement group, highlighting various services and individuals in the hospital.

A meet and greet was hosted for large animal hospital faculty for referring large animal veterinarians to help build relationships.

- Expand hands-on training opportunities for students. Hospital leadership continues to consider the 4th year experience of students as an important time to achieve skills to become an entry level veterinarian. Maintaining caseload at pre-pandemic levels and supporting individual faculty's efforts to create teaching and learning opportunities for students have been supported when possible.

3.6 - Enhance outreach to improve animal care in the state of WI and beyond

- Partner with key stakeholders, including the Dane Co. Veterinary Assoc., other UW schools, and state organizations, to improve animal care in under-served communities.
The hospital's relationship with the Wisconsin VMA continues with open dialogue. With the discontinuation of SVM organized continuing education, and the WVMA's move away from traditional lecture-based CE events, there has not been much formal activity. The WVMA has contacted the UWVC to help promote their 2023 hands-on CE event. 2022 has also seen connections and support established by various clinicians in the UWVC supporting Primates Inc, Mackenzie Center and various other areas around the state where the expertise of UWVC faculty and house officers can be helpful.
- Support the Food Animal Production Medicine team, and help it enhance its collaboration with campus and state agricultural industries.

Continue to support the Food Animal Production Medicine Team's efforts to enhance dairy cattle well-being through research, outreach and collaboration with state agricultural agencies and partners.

- Support the Shelter Medicine Program to engage with local and national shelters.

The UWVC administration continues to support the Shelter Medicine training program through intern and resident orientation, as well as shelter residents periodically participating in resident training activities in the UWVC.



4.1 - 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.

With a focus on enhancing the school's rankings, targeted efforts last year included mailings directed to potential US News and World Report voters. This included three impact mailings with quick facts and strong visuals, a video card, and three posts on AAVMC's connect with the related professional groups.

We also provided media tip sheets and hosted media training by University Communications for our faculty and staff, both at a basic level and a more intense level that involved video recording and feedback.

By the Numbers - Rankings

#7 U.S. News and World Report Best Veterinary Schools (2023)

#15 QS World University Rankings: Veterinary Science (2023)
#8 among U.S. schools

- 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 and with fundraising.

Alumni giving participation in 2022 increased by 35% (5.5% to 7.4%), in large part due to the successful launch of the SVM Alumni Association. The school also rebranded and launched the Dean's Circle in 2022. Last calendar year, we secured \$28.1M in new gifts/pledges, far eclipsing our 10-year average of \$13.7M and a 97% increase from the previous year.

Annual Giving On The Rise (2022)

- Alumni giving participation increased by 35%
- Successful launch of the SVM Alumni Association.
- Rebranded and launched the Dean's Circle
- \$28.1M in new gifts/pledges. A 97% increase from 2021.

This dramatic increase reflects our continued success in all areas of fundraising and specifically points to our strength in documenting estate gifts.

In 2022, the school received \$4.2 million in realized estate gifts, resulting in more than \$2.1 million added to endowed scholarships.

The advancement team secured a \$500K matching gift for the building campaign. Despite some negative impacts due to market performance, \$55.5 million has been secured for the building project, with \$5 million remaining to cover construction and equipment costs. (In an update to the 2022 report, the SVM ultimately documented \$149,707,296 in gifts as part of the campus-wide comprehensive campaign, a 374% increase over the original goal.)

4.2 - Practice ethical and sustainable use of resources (physical, human, animal)

- Provide mental health and wellness support for faculty, staff, and students.

The SVM offered the following: Mental Health First Aid training to SVM faculty and staff on April 14, 2022, and October 26, 2022; Recognize, Respond, Refer: Suicide Prevention Training for Faculty and Staff on March 15, 2022; Recognize, Respond, Refer: Suicide Prevention Training for House Officers on March 4, 2022; and Recognize, Respond, Refer: Suicide Prevention Training for Students on March 15.

Hired full-time counselor (Siebert) to PAWSS in July 2022, which increased mental health counselors to 2.0 FTE for DVM students. Hired full time social worker (Nichols) in UWVC in February 2022, which increased support for faculty, staff, and house officers in the teaching hospital.

- Continue focus on minimizing the use of animals required to achieve teaching and research goals.

The SVM vivarium was renovated and recommissioned. Adequate levels of animal care support is maintained to achieve teaching and research goals.

Reviewing the 2022 AAVMC Guidelines for Use of Animals in Veterinary Education document and considering ways to implement guidelines, such as creation of an annual cadaver use audit.

- Identify innovative ways to reduce, reuse, and recycle physical and energy resources.

Over the last year, the facilities team has recovered/refurbished, rather than replace furniture and has salvaged and repaired cabinets. They clean and reuse bottles for cleaning supplies as they are able to use diluted green cleaner for the lecture halls. They are focused on extending the life of equipment and furniture. This includes enhanced deep cleaning, maintenance, and training on equipment and identifying ways to locate furniture to reduce wear and tear. A recently installed new vacuum pump system will save on water and salt. They are looking into installing energy saving switches in the SVM main building and at Hanson.

4.3 - 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.

Continue monthly dean's messages and annual meetings between the dean and individual faculty members to discuss successes, challenges and strategies for improvement across the SVM.

Initiated weekly open office hours for anyone in the SVM who would like to discuss curricular revision.

4.4 - Plan for integration of SVM expansion 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.
The FF&E coordination specialist continues to work closely with school partners to develop requirements for their equipment needs and with campus partners in purchasing and FP&M to process those purchases in a timely manner, allowing the school to take advantage of cost savings. She has also assisted with several moves and equipment installations providing shop drawings and vendor coordination as needed, as well as reviewing FF&E submittals. This work is ongoing.
- 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).

The VMG-30 remains the best resource as a peer group of teaching hospital directors. Various topics this year have resulted in reaching out to the group and adopting similar policies or stances and learning from experience.

- Manage and minimize disruptions as the new building and other spaces are constructed and renovated.

This work is ongoing. As the project representative, Kristi Thorson meets at least daily with the DOA construction manager and regularly with SVM faculty, staff, and the contractors to review planned construction activity and identify options to minimize the impact to the SVM's operations.

- Work with the 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).

Work with this is ongoing. Revamping of the occupant emergency procedure has been revisited and implemented to be clearer for clinicians and staff.

The facilities and IT groups have begun preparing their plans for both the move-in to the north building and for operations once the SVM occupies that space. This work is ongoing and will be a focus in the next year with occupancy expected by early 2024.

4.5 - Build financial stability

- Continue work with UW-Veterinary Care to enhance its profitability.

At the end of 2022, it was determined that additional efforts would need to be made to correct the hospital's financial sustainability. In early 2023, there were two hospital price increases planned. Additionally, in order to meet the hospital and SVM's goals to more competitively support our staff and house officers, phasing in reliance with corporations for sponsored residents will also be implemented for the 2024 match cycle.

UWVC has recently experienced a decrease in revenue as a result of staffing issues. The demand for the services has not decreased, but certain services have had to temporarily close as a result of not having the proper staffing levels. The issues are complex as it has become increasingly difficult to recruit and retain staff. One critical issue is that the veterinary technician salary is not adequate in order to recruit and retain these important staff. The school has successfully obtained support from campus to address the salary in the short term, which will help with efforts to expand capacity with the opening of the new building and the UWVC expansion.

- Continue focus on enhancing sources of revenue and stabilize expenditures to strengthen the financial position of the school.

The board of regents approved the school's request for a 2.5% and 3.0% increase respectively for resident and non-resident DVM tuition for FY24 and FY25. These additional resources will allow the SVM to hire additional faculty and staff positions in order to meet the educational needs of our students.



5.1 - Foster a diverse, equitable and inclusive (DEI) environment

- Create a DEI-specific strategic plan aligned with the SVM strategic plan that engages constituents.

[Click here](#)

- Research best practices for a holistic student admissions process and make appropriate changes to the current structure.

Worked with admissions committee and admissions leadership throughout UW and nation to update the admissions process, following the drop of the GRE as a criteria.

- Research best practices for an inclusive and equitable faculty and staff recruitment process and make appropriate changes to the current structure. No update. Ongoing.
- Communicate SVM and UW diversity, equity and inclusion initiatives and encourage participation.

CASI town hall meeting on DEI efforts, March 31, 2023; update/paragraph in Dean’s monthly message every other month focused on DEI initiatives and updates; Health Sciences Lunch and Learn Speaker Services; SVM Community Reads – Minor Feelings: an Asian American Reckoning; This is How We Role; Purdue Certificate; MADYM outreach event.

- 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. Ongoing active engagement and participation in the curriculum revision, especially in the Professional Skills working group.

5.2 - Encourage and model wellbeing through support of physical and mental health

- Provide regular wellness activities for faculty, staff and students. No update; reignite this initiative in spring 2023.
- Continue provision of annual mental health and first aid trainings. Mental Health First Aid training to SVM faculty and staff on April 14, 2022, and October 26, 2022.
- Strengthen partnership with the Association of American Veterinary Medical Colleges (AAVMC) and utilize the best practices that are available.

Attendance at AAVMC annual meeting by multiple leaders (Markel, Maki, Schmidt) and faculty (Chun, Alvarez); engagement in the AAVMC Leadership Academy (Snyder, Schmidt); AAVMC advocacy day (Markel, Thorson, Poulsen); leadership roles within committees and subcommittees of AAVMC (Barajas – Diversity committee chair, Maki – academic affairs liaison to veterinary mental health group); Admissions Committee Unconscious Bias Training with Lisa Greenhill (December 6, 2023).

- Encourage SVM leaders within the faculty, staff and student population to model healthy choices.

5.3 - 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, activities and communications that encourage a welcoming environment.

Hosted Iverson Bell Regional Summit in May 2022 ; monthly Dean’s get togethers, including “Breakfast with Sally” and May SVM Picnic; SVM Berbee Derby Team, November 2022.

5.4 - Utilize SVM climate survey to identify and address climate concerns or issues

- Create initiatives based on survey results. Climate survey done in winter 2022, analyzing results in February and March 2023, and initiatives creation following analysis.