College of Veterinary Medicine – Strategic Plan implementation 2013-16

• This document describes the CVM Strategic Plan Implementation Objectives for 2013-16.
• The College of Veterinary Medicine developed a comprehensive Strategic Plan in 2012, which is aligned with the NC State Strategic plan - *Pathway to the Future*. 
• In response to the Provost’s charge in early 2013 to develop a 3-year Strategic Plan the College leadership engaged in a review of our 2012 strategic plan and developed Strategic Plan Implementation Objectives based on the CVM 2012 Strategic Plan.
• The strategic plan implementation objectives in this document are an operational plan, using a logic model to identify the resources, activities, and outputs necessary to achieve the outcomes that will address these objectives. 
• The plan also lists the metrics that will be used to measure success, and to reevaluate the plan on an ongoing basis.
• An addition Diversity Strategic Plan was created in 2015, which is presented separately, although metrics for that plan are integrated into the metrics of this plan.

Mission, Vision and Values

*Mission Statement*

The College of Veterinary Medicine enhances animal and human health and well-being through the education and advanced training of veterinarians and comparative biomedical scientists, and provides leadership in veterinary care, biomedical research and outreach through innovation and inter-disciplinary partnerships. The mission contributes to developing and sustaining North Carolina and global economies and advancing the profession.

*Vision*

The College of Veterinary Medicine at NC State will be a leading, internationally recognized institution that provides comprehensive and comparative approaches to address complex issues facing animal and human health.

*Values*

Integrity – in the pursuit, creation, application, and dissemination of knowledge
Freedom – of thought and expression
Respect – for cultural and intellectual diversity
Responsibility – for individual actions and service to people and animals
Stewardship – in sustaining economic and natural resources
Leadership, Collegiality and Professionalism - in all endeavors
Excellence - in all endeavors
Mentorship – to promote excellence in faculty, staff and students
Strategic Plan Implementation Objectives

Implementing our strategic plan depends on achieving three objectives:

1. **Sustain a strong College community and culture of excellence.**
   This College’s success depends on a strong sense of community and shared values, which can power a strong culture of excellence. Every member of the college must understand and share our vision, and take an equal pride in all of our accomplishments.
   - **Alignment around Purpose and Values**
   - **Open Communication and Participatory Shared Decision Making**
   - **Reflection, Celebration and Renewal**

2. **Deliver an outstanding veterinary education**
   Fulfilling this objective is our most vital obligation, and we are well placed to accomplish it. The impact of our graduates is our greatest opportunity to serve society, and we must ensure that we deliver a contemporary and high quality education, leading by innovation.
   - **Our DVM students will have a high quality outcome-oriented education**
   - **We will make a high value education accessible to all students**
   - **Our DVM students will achieve success on graduation**

3. **Achieve transformational growth in our research accomplishments**
   Our basic, translational, comparative and clinical research is of the highest quality, and has excellent leadership. Nevertheless, there is a clear need and opportunity to expand the scope and accomplishments of our research program in order to fully realize our potential. A world-class program of discovery is absolutely vital to achieving our mission and vision.
   - **Exploit our unique position at the junction of multiple converging initiatives in translational science**
   - **Maximize the impact of our opportunity to invest in faculty and resources**
   - **Invest in our innovative graduate training program, giving it a leadership position**
   - **Maintain critical investment in the core scientific strengths of our research platform**
1. Sustain a strong College community and culture of excellence

The College is now over 30 years in age, and in a phase of significant transition. This has resulted from the retirement of many senior faculty hired in the first decade, the migration from one main building to the Research Building in 2005 and to the Terry Center in 2011, the enrollment increase to 100 DVM students per year in 2012, the forthcoming changes planned for our curriculum, and significant funding cuts during the past 5 years. Taken together these changes have many positive impacts, but some of the resulting change can be disruptive and unwelcome. Overcoming these challenges, taking advantages of the new and growing opportunities that exist for the College, and sustaining the strong sense of identity that members of the College have shared throughout its history requires an active investment.

Achieving this objective will allow us to realize the following vision:

“All members of the College share a strong sense of community and empowerment, taking an equal pride in all of our accomplishments. We need to be the place that nobody wants to leave, and everyone wants to get to”

We identified three **Outcomes** that we must achieve to do this.

**a. Alignment around Purpose and Values**

Achieving this objective requires that we deliver the following **Outputs**:

- We will have a clear vision within all our major areas of activity, and we will communicate that vision clearly and frequently.
- All members of the college need to understand the specific goals and value system in their areas of activity.
- All members of the College will understand the roles and value of members from other areas and disciplines.
- Our best route to success is to hire people who are about to have the most exciting periods of their careers, and then make that happen for them.
- We will achieve a high rate of faculty & staff retention, promotion and leadership development.
- We will maintain a meritocracy throughout our processes, treating everyone in the College with respect.
- We will sustain important programs through faculty and staff transitions by effective succession planning.

To deliver these outputs we will undertake the following **Activities**:

- Throughout the College groups/units/sections should regularly ensure that everyone discusses and understands what their role is in terms of the College mission, values and vision, and how they are contributing to achieving it.
- Building, sustaining and retaining Faculty and Staff bodies.
Hiring and onboarding programs in the College must focus on building teams, so that people are recruited into environments that can foster their success and development.

College Human Resources will be charged to develop processes that strengthen and facilitate our performance in developing positions, recruitment, hiring and on-boarding.

College Human resources will be charged to develop training for supervisors throughout the College.

We must invest maximum effort in faculty searches, and not waiver in our commitment to finding only the best people – we can’t wait for them to find us, we need to find them.

We will have a culture of mentorship throughout the College, available to faculty, staff and students. Mentoring plans and activities will be an expectation for all units.

Departments will be charged with providing strong Faculty mentoring programs leading to successful retention and promotion of faculty.

- The processes for Reappointment, Promotion and Tenure will need to adapt to the changing roles that faculty are asked to play in teaching, and in the increasingly interdisciplinary team-based approach required in research.
- We will build a diverse community in terms of under-represented minorities and gender.
- We will participate actively in Community Outreach as a College, as this provides an opportunity to demonstrate our commitment to society and to our shared values.
  - Support for shelter programs.
  - Safe Haven Program
  - SECC giving
  - Community partnerships and outreach.

To undertake these activities we will commit the following **Resources:**

- Current resources are sufficient for the planned activities.

**b. Open Communication and Participatory Shared Decision Making**

Achieving this objective requires that we deliver the following **Outputs:**

- We will sustain a culture of transparency and accountability throughout all levels of CVM management and administration.
- Unit meetings will be purposeful, well structured, well attended and well evaluated by participants
- Units will have well developed internal communications plans.
- We will have strong social communities across organizational boundaries.
• We will emphasize the value of interdisciplinary partnerships

• We will build a diverse community in terms of skills, disciplines and activities, recognizing the vital values each area can bring to another.

• CVM Business, Financial, Human Resources and Administrative Centers will be highly regarded for how they facilitate our activities. and respond to evolving needs.

• Our organizational structure and naming needs to be easy to understand. We mustn’t be afraid to re-label buildings and units if it can better communicate how we function and way-finding for internal and external clients.

*To deliver these outputs we will undertake the following Activities:*

• Unit meetings will be regularly scheduled, held in appropriate spaces, have meaningful agendas, and encourage participation and open discussion. We will be inclusive, ensuring everyone knows about the events, and they are timed to maximize attendance opportunities.
  
  o Administrative leadership meetings
  o Faculty meetings
  o Department Meetings
  o VHC Board Meeting
  o VHC general meetings (faculty and staff)
  o Unit meetings throughout CVM

• The Dean’s Office will practice open and frequent communication through a variety of channels
  
  o Web communication – external and internal.
  o Dean’s update message.
  o Bi-annual Town Hall meetings: Faculty, Staff, Students

• We will promote opportunities to increase understanding of different roles in the College.
  
  o Staff profiles on web pages
  o Well attended and advertised internal seminar/rounds
  o Participation & attendance will become a priority and reinforced across the College.

• Business, Financial, Human Resources and Administrative Centers will focus on providing high level customer service to clients, not just on regulatory compliance – these units will embody a “can do” approach to simple and complex problem solving.

• We should review our organization charts, unit names, and site maps to ensure they communicate effectively how we do business, and where resources can be found.
To undertake these activities we will commit the following **Resources**:

- College Communications will be overseen by the Assistant Dean for College Relations
  - The College website (internal & external) will be entirely renewed and updated during 2013-14.
  - The internal website will be used to disseminate information more effectively.
  - The CVM magazine will be redesigned.
  - We will use multiple modes of internal communication, email, social media, internal web page, monitor displays, web based college calendar, and signage.

- Administrative leaders will be responsible for implementation of the activities within their units.

- Business, Financial, Human Resources and Administrative Centers will be reviewed regularly by a web-based survey for all users.

### c. Reflection, Celebration and Renewal

**Achieving this objective requires that we deliver the following Outputs:**

- Planned events and celebrations will be held throughout the year to allow for reflection and celebration of major College landmarks and holidays, and to renew relationships throughout the college.

- Formal and informal events will allow for celebration of accomplishment such as visits by prestigious groups or individuals, or major awards garnered by College members.

- We will prioritize building amenities into construction projects at all levels, including spaces for social interactions and chance meeting, food and exercise amenities, child care, and outdoor venues for relaxation.

**To deliver these outputs we will undertake the following Activities:**

- We will invest in running well attended and high quality regular showcase events:
  - Research Day
  - Open House
  - Oath and Hooding ceremony

- We will include all members of the college in social events including:
  - Winter Holiday Celebration
  - Friday night socials
  - Welcome Back party

- Planning processes will observe the need for amenities in design, and this will be an expectation of any significant construction project.

**To undertake these activities we will commit the following Resources:**

- The CE/Outreach office will assist in organization of these activities and be staffed appropriately.

- Appropriate funding sources will be identified for these programs in the Central budget.
**METRICS: Sustain a strong College community and culture of excellence**

1. Hiring, promotion and retention statistics.
3. Climate surveys
4. Leadership, administration evaluation.
5. Giving and development performance.
6. Hospital Client Satisfaction Surveys.

**2. Deliver an outstanding veterinary education**

The DVM curriculum is undergoing significant evolution. The goals are better student training for post-graduate success, greater engagement in active learning leading to improved life-long learning, increased competitiveness of our students in the jobs market, and the need to respond to the American Veterinary Medical Association Council on Education’s Accreditation requirements. The needed changes and steps for implementation have been identified, and endorsed by the faculty. We are moving to implement the new curriculum with a four year roll-out across the DVM program; year one of this process will begin with the 2014 class intake.

Achieving this objective will allow us to realize the following vision:

> “Veterinary education is our most vital obligation. The impact of our graduates is our greatest opportunity to serve society, and we will deliver a comprehensive, contemporary and innovative education that provides our graduates with the greatest opportunities for their future.”

*We identified three Outcomes that we must achieve to do this.*

**a. Our DVM students will have a high quality outcome-oriented education**

*Achieving this objective requires that we deliver the following Outputs:*

- Our curriculum and teaching pedagogy will be based on sound and contemporary educational practices that are outcome based.
- Faculty will be prepared, resourced and supported as they invest in our curriculum and teaching methods.
- Our students will be excellent communicators, well equipped with life and business skills, and confident to pursue leadership opportunities
- Our learning environments will be designed to support educational practices that enable and stimulate learning performance.
- Our clinical environments will be provide a diverse range of high quality educational experiences, practicing excellence in patient care and community service, and working in world class facilities.
To deliver these outputs we will undertake the following Activities:

- Faculty effort distribution must be appropriate for our instructional expectations, and faculty must be rewarded accordingly.
- Develop a map for the entire curriculum to facilitate planning and integration of teaching.
- We will carefully identify materials that will no longer be taught, or where teaching must be reduced to make room for change.
- Faculty will be supported in developing new material, new formats for active learning, and new forms of student evaluation by technically informed educators.
  - We will focus resources on small group learning, selective and elective course development as we move to implement the new curriculum.
  - Develop content for case-based critical thinking courses, electives and selectives.
- We will ensure we have resources for primary care training for all appropriate species and in a variety of venues: Health and Wellness Center, equine practice, food animal/mixed practice, and zoological species.
- We will ensure that teaching is a recognized priority throughout our clinics, and appropriately prioritized in all areas.
  - Each service will determine its own program, but these will include a deliberate plan for clinical experience, rounds and outcomes-based assessments.
  - Student evaluations will be rigorous, constructive, and timely.
- We will use best practices to manage our highly complex urban hospital and use this as a model to teach these strategies to students.
- We will have a thriving clinical program in all areas in which we operate a clinic.
- We will have a diverse range of clinical programs, with strong operations in zoological medicine, marine ecosystems, and in the health of aquatic ecosystems and fauna. These programs significantly distinguish us from other veterinary programs, offering unique opportunities and attractions for DVM and post-graduate students.
- We will establish a cadre of trained peer reviewers of teaching for CVM courses using input from the educationalist and the College of Education.

To undertake these activities we will commit the following Resources:

- We will add expertise through new positions including an educationalist (faculty rank), instructional technologists and support staff funded through enrollment increase and tuition premium dollars.
- We will build physical resources to support communications teaching.
- We will build a clinical psychomotor skills learning and testing center, and invest in appropriate simulators and models.
- We will provide sufficient small group learning spaces to support our curriculum.
- We will develop more study spaces where students can work in small groups.
• We will renew the Teaching Animal Unit as a vital component of our instructional resources.
• We will fund travel and study for our faculty to attend workshops and meetings relevant to teaching development.
• We will ensure the financial viability of our Veterinary Health Complex and all our clinical operations through strong and empowered management, and appropriate resourcing from central funding.

b. We will make a high value education accessible to all students

Achieving this objective requires that we deliver the following Outputs:
• We enjoy strong state support and we must ensure that our tuition costs reflect this and provide high value to in-state students in particular.
• We must recruit all of the best qualified in-state DVM students in North Carolina.
• We will increase diversity in our student body, from both the in- and out-of-state pools.
• We will achieve excellent student retention and graduation rates.
• Students will have opportunities for international experiences independent of their means.

To deliver these outputs we will undertake the following Activities:
• We will ensure that potential North Carolina applicants understand what we have to offer, and why we offer them the best opportunities.
• We will develop increasingly flexible pathways to graduation for some students, specifically the 3+4 and 3+3 programs with COS, CALS, and CNR.
• We will look for opportunities for exposure to NC State undergraduates in “pre-health” disciplines.
• We will continually evaluate and renew the admissions process to ensure we are using the most effective tools for successful selection.
• We will make carefully balanced decisions about instituting future tuition premiums
• We need to aggressively pursue a large applicant pool of qualified candidates from under-represented minorities.
  o Create specific experiential outcomes and track results (e.g. Vet Camp)
  o We need to build the number of role models from under-represented minorities within our pool of instructors.
  o Our admissions process must recognize the value and role of diversity, and appropriately balance this in selection.

To undertake these activities we will commit the following Resources:
• Scholarship funding must be increased by effective fundraising.
• Recruiting activities must be fully funded.
**c. Our DVM students will achieve success on graduation**

*Achieving this objective requires that we deliver the following *Outputs*:

- Our graduates will be successful in the job marketplace.
- Our graduates will have choices across the widest possible range of careers open to veterinarians.

*To deliver these outputs we will undertake the following *Activities*:

- We will measure graduate success by comprehensive and effective surveys of Senior students pre-graduation, and graduates at 12, 36 and 60 months post-graduation.
- We will actively assist our students in finding jobs by operating a placement center
- Orient students early in program with accurate career information
- We will ensure that our students are equipped with the knowledge, skills, tools and resources to look for jobs effectively.
- Our students will understand expectations in their new careers and be ready to fulfill them.
- We will accept the value of, and invest in life and business skills training for our students.
- We will brand NC State veterinary graduates and communicate this brand effectively across the market place.

*To undertake these activities we will commit the following *Resources*:

- We will charge communications with establishing our student brand in the marketplace.
- We will fund a position with a significant focus on outcomes assessment funded through enrollment increase and tuition premium dollars.
- We will fund placement activities through personnel and other investments funded through enrollment increase and tuition premium dollars.

**METRICS: Deliver an outstanding veterinary education**

1. Degrees awarded and retention
2. Outcome surveys – alumni, current students, faculty, employers.
3. Financial performance of program.
   a. Tuition & fees
   b. Scholarship support
   c. Debt at graduation
   d. Debt to earning ratio
5. Employment outcome of DVM graduates
6. Clinical caseload.
3. Achieve transformational growth in our research accomplishments

Our ability to provide powerful solutions is largely defined by our creativity, and will be measured by the many forms of discovery we achieve in our research. Finding new solutions to problems will always be our most valuable contribution to society. Contemporary veterinary medicine may be characterized as having three broad focus areas: Food Security; One-Health; and Companion Animal - with extensive overlap among all three. The CVM is accomplished in all three of these areas, and as a comprehensive veterinary research institution with a global reach, we must continue to address the most important problems in each. However, we must be strategic in our approach. The College is smaller than many of its peer institutions, and we must develop our own path to making impactful discovery, leveraging the talents of our faculty, staff and students through careful selection of research focus, and strategic partnership. The College is at a strategic inflection point, we have the opportunity to invest in current and new faculty positions, and the research environment has changed, probably for the long-term, with a shift in funding away from government and a new sense of public accountability. We need to take the opportunities available by providing the investment, infrastructure, and support that our faculty new and established, need to meet these challenges.

Our basic, translational, comparative and clinical research is of the highest quality, and has excellent leadership. Nevertheless, there is a clear need and opportunity to expand the scope and accomplishments of our research program in order to fully realize our potential. A world-class program of discovery is absolutely vital to achieving our mission and vision.

Achieving this objective will allow us to realize the following vision:

“At this College every member is engaged in discovery, bringing a problem oriented approach to real-world challenges for which we are uniquely qualified, and which have a broad impact on animal and human health and well-being.”
We identified four **Outcomes** that we must achieve to do this.

**a. Exploit our unique position at the junction of multiple converging initiatives in translational science**

*Achieving this objective requires that we deliver the following Outputs:*

- We will have to make careful strategic choices about the number and identity of core clusters that we can support, and invest aggressively and effectively to promote them. Our best opportunities will be in science that impacts animals and humans, and has a translational impact.
- The One Health paradigm is likely to be central to our success.
- We can make massive advances through key strategic partnerships – we must aggressively promote connectivity and interdisciplinarity, especially regionally.
- Our College must take the opportunity to be the Biomedical Science powerhouse at this university.
- We must adapt to changing funding streams. Federal support will remain critical and central, but foundation funding, and above all business partnerships are the only forms of funding likely to expand.

*To deliver these outputs we will undertake the following Activities:*

- We need 100% of our faculty to be engaged in research at some level, we need to always think in terms of teams that will have both clinicians and non-clinicians engaged – this is our greatest competitive advantage.
- The CCMTR crystallizes our most powerful strategies for translational research accomplishment, and its impact must grow if we are to achieve our goals.
- The College and ADR have established the position of Director of Business and Innovation to promote our research portfolio to business partners and expand our IP and Tech Transfer performance.
- We need to engage the unique competitive advantages that other colleges at NC State can create for the CVM.
- We will seek out and encourage any meaningful opportunity for partnership. We will make regional partnerships a particular focus. Key targets include UNC-Chapel Hill, Duke University, and agencies and corporations in the Research Triangle Park.

*To undertake these activities we will commit the following Resources:*

- Faculty research efforts necessarily vary widely and some will be small, but everyone needs to be engaged, and this must be encouraged at every level.
- The CCMTR will have a meaningful independent budget to manage and invest, performance will be evaluated based on outcome.
- The position of Director of Business and Innovation has been funded centrally with a 5 year commitment.
b. Maximize the impact of our opportunity to invest in faculty and resources

Achieving this objective requires that we deliver the following Outputs:

- In the area of research it is critical that we follow the hiring practices detailed above in 1.a. We must ensure that we put everything into making strong hires, and giving these new colleagues every opportunity to effectively initiate and sustain their research careers at the College. We need to consider carefully the “team-building” strengths of candidates.
- We need to recognize, encourage and reward leadership at all levels. We will need more of it in more people if we are going to succeed.
- We will hire into teams and clusters, ensuring that there are networks and mentoring processes in place to support the new hires.
- We will use a faculty led process for identifying the most promising cluster hires to develop.
- We will provide the right facilities and resources for our faculty, both new and established, to achieve our research goals.

To deliver these outputs we will undertake the following Activities:

- Faculty rank position justifications and approvals will be managed at the Cabinet level, ensuring open discussion and justification of investments in new positions.
- The Faculty Excellence Proposals exercise will be used to generate cluster hire proposals. In 2012 this generated 15 proposals, 2 of which have been selected for funding. This exercise will be run again in 2013 pending state budget funding.
- Departmental mentoring performance will be a critical criterion for re-investment in that department.
- We need to actively foster leadership development in a structured way.

To undertake these activities we will commit the following Resources:

- We need to hire new faculty into research-centric positions organized in interdisciplinary groups, and driven by processes such as the College Faculty Excellence Proposals. This will be funded through enrollment increase and lapsed salary dollars.
- We need to encourage partners to occupy physical space on the CBC, through the CBC-Flex building and other existing buildings. CBC build-out as a multi-college campus, providing a home to external regional corporate and academic partner, represents a critical goal for the College.
- The College is remodeling the 3rd floor of the Main Building and the C-Wing will be completed in 2014.
- We will partner in the CBC-Flex building, taking 15,000 square feet to accommodate the new faculty we envision hiring over the next 4 years.
- We need to manage capital equipment purchasing in a coordinated manner to ensure that all our enterprises, clinical and conventional laboratory, are properly resourced.
• Laboratory Animal Resources is a critical unit, both in terms of facilities and programmatically. It will be reorganized in the summer of 2013 to improve budgetary management and performance.

c. Invest in our innovative graduate training program, giving it a leadership position

Achieving this objective requires that we deliver the following Outputs:

• The structure and operations of the Comparative Biomedical Sciences graduate program is emblematic of a contemporary interdisciplinary graduate program, and we need to centralize our investment in graduate programs through CBS

• We need to look for strategic opportunities to share the CBS across other colleges, increasing our access to high value graduate students.

• We need to engage in undergraduate teaching, specifically in biomedical science, both in order to increase our connection to other colleges, to benefit from TA funding of graduate students and, importantly, with a view to access to future graduate students.

To deliver these outputs we will undertake the following Activities:

• Review graduate program investments not currently under CBS, and evaluate whether this continues to be the best way to support these programs. There will be some examples where it is, but not many.

• Look for ways to grow CBS as an NC State umbrella graduate program now, and before other independent programs arise which limit opportunities for expansion and partnership.

• Engage in strategic undergraduate teaching activities across the campus.

To undertake these activities we will commit the following Resources:

• The College has significant investment in CBS, but growth will be important both in the number and especially in the value of graduate stipends.

• Undergraduate teaching represents a significant new investment of personnel time, which must be balanced against what must be reduced elsewhere, or what new resources must be invested.

d. Maintain critical investment in the core scientific strengths of our research platform

Achieving this objective requires that we deliver the following Outputs:

• The College must maintain its strength in several key disciplines, which underpin many of our research efforts: Genetics; Immunology; Infectious Disease; Pharmacology; and Regenerative Medicine. While we may never have an “Immunology Cluster” for example, many of our research enterprises are critically dependent on our overall strength in immunology.

• These intellectual cores do not always operate as cohesive units, instead their strength is distributed amongst departments and other units. Each core should consider some kind of structure to foster coordinated efforts to expand their strength.
• Succession planning is critical for maintaining these strengths.

To deliver these outputs we will undertake the following Activities:

• Programs that can be supported and resourced from these key areas are the most likely to succeed, and these are likely to the programs in which investment has the best chance of success.

• We need to systematically review and renew our focus in these areas while they continue to be the most relevant to our future – we also need to be ready for changes in focus in the future.

To undertake these activities we will commit the following Resources:

• Both faculty positions and physical plant investment decisions need to be made with a view to sustaining these strengths.

METRICS: Achieve transformational growth in our research accomplishments

1. Productivity, measured by:
   a. Publication number and impact
   b. Licenses, patents, discoveries

2. Funding – external grants submitted, success rate, funding amount

3. CBS graduate program production and efficiency

4. Employment outcomes for our graduate students