

# Strategic Plan: Goal 1 2018 Progress Report

**NC STATE**  
Veterinary Medicine

*Build an inclusive College community and a culture of pride and integrity.*

## Enhance leadership development and performance across the College:

Having effective, strong leaders throughout CVM that drive performance of the college through their leadership is essential.

### Milestones:

- a) Disseminated and discussed results across college of November 2017 college-wide climate survey.
  - Held Dean's Full Cabinet retreat February 7 with the following objectives:
    - a) Identify key survey themes and opportunity areas for improvement
    - b) Decisions on process and accountabilities for moving to action
    - c) Gain alignment around role and expectations of Cabinet Leadership in communicating survey results and leading action towards improvement
    - d) Agreement on process with values development
- b) Held various forums across the college to share results and engage in action planning from February thru April 2018 (townhalls, departmental meetings, online, small group sessions)
- c) Engaged non-faculty supervisors in NC State's newly launched Management Essentials program (31 Attendees in 2018.)

## Build a culture of inclusion that values diversity of people and ideas, and embraces the meaningful participation of all:

Intentionally working to build an inclusive community that seeks to ensure people from all different backgrounds and perspectives are actively sought out, valued, connected, and are proud to part of the CVM.

### Milestones:

- Diversity and Inclusion continue to be at the forefront of discussion throughout the community and key components when considering and executing strategic actions
- Completed analysis and distributed results of college-wide climate survey (see above)
- Identified and implemented action planning from the survey: Primary action from the survey for 2018 was to complete the values process (related to "Ensure a healthy work environment through a values-driven culture.")

**NC State. Think and do.**

*Learn more at [cvm.ncsu.edu/strategic-plan](http://cvm.ncsu.edu/strategic-plan)*

# *Continued: Strategic Plan: Goal 1*

## *2018 Progress Report*

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### **Ensure a healthy work environment through a values-driven culture:**

The action plan of this strategy is about working to create a values driven college and having clearly defined culture code and values that all understand, can see themselves in and embrace in their day to day lives.

#### **Milestones:**

- a) July 2018, Established ad-hoc Values Committee
  1. Reviewed 4 sets of analyzed feedback from various community forums (2016-2017) on CVM's Values
  2. 3 hour retreat plus subsequent meetings to draft a revised set of values
  3. Held day-long retreat with Dean's Full Cabinet with the following objectives:
    - Panel discussion: Leading a strategically aligned, values-driven organization
    - Gain understanding and alignment on what it means to be a values driven organization
    - Review and refine the working draft of the CVM values
    - Define leadership roles, behaviors, and expectations in support of rolling out and living the CVM values
    - Identify key gaps and challenges with strategic plan execution and come to agreement on how those will be addressed

## *Continued: Strategic Plan: Goal 3 2018 Progress Report*

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Using the departmental strategic hiring plan, identify and submit justifications for three additional hires:

**Milestones:**

- A PD was submitted and PHP advertised for a Food Animal Production and Welfare position. An offer was made November, 2018 with verbal acceptance by Dr. Monique Pairis-Garcia who is expected to join us in June 2019
- A PD was submitted to hire a temporary Ruminant Beef Specialist until a Ruminant program review was completed and a PD could be crafted for a permanent faculty member. Dr. Thomas VanDyke was hired in a one year interim position.
- A PD is in process for an Anatomical Pathologist to replace John Cullen in 2019.