

**Launching the Twenty-first Century**  
**The Strategic Plan for the College of Veterinary Medicine**  
**The Ohio State University**

The vision of the College of Veterinary Medicine at The Ohio State University is to be recognized worldwide as the premier college of veterinary medicine for the quality of its programs. The College is currently in the top tier of veterinary colleges and is making great progress in many areas. Through this academic plan, the College will accelerate its advancement to become the world leader.

The overarching principles of the plan are:

- 1. Growth is required for the College to advance.**  
Significant growth focused primarily in research is necessary for the College to become premier.
- 2. Existing strengths must be enhanced.**  
All areas of focus must be excellent in order for the College to become premier.
- 3. New sources of funding must be identified and secured.**  
Nontraditional funding is required in order for the College to become premier.
- 4. The College must engage the world as its partner.**  
The strengths of the College must be made evident and extended to the world through collaboration and communication with worldwide partners in order for the College to become premier.

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**Attributes of the Premier College of Veterinary Medicine  
Those to which we aspire**

**Outstanding Faculty**

The scholarship of the faculty, in the broadest sense, ultimately determines the quality of the College. Faculty members are preeminent in their respective fields and hold leadership positions in national and international organizations. Their work is published in journals and textbooks of the highest quality and impact and the widest readership. Their scholarship is vibrantly transferred to the classroom, teaching laboratory, and clinical setting to inform and inspire the next generation of veterinarians and scholars. Their interactions elevate those around them. The College values and rewards excellent teaching.

**Robust Research Enterprise**

The depth and breadth of the research programs exceed those of other colleges. Faculty members compete successfully for funding at the highest levels. Centers of research are recognized internationally. A culture of scientific inquiry permeates all sectors of the College. New faculty and scientists are welcomed into a community of science where they are mentored and supported so that they will thrive. Ample personnel resources, space, and equipment are available for existing and new initiatives. A series of platform technologies provides an infrastructure that attracts others to the College, fosters interdisciplinary programs, and develops alliances that extend the impact of the College's expertise. Research has high impact on animal and human health.

**Outstanding Clinical and Applied Programs**

The expertise of the clinical and applied programs including the teaching hospital, ambulatory clinic, and diagnostic pathology laboratory exceeds that of other colleges. The highest quality veterinary medicine is practiced in all areas with internationally recognized centers of excellence. The available personnel resources, space, and equipment assure that patients receive outstanding treatment. Clients are satisfied and informed consumers of services. Referring veterinarians value the programs and seek assistance both directly and indirectly when faced with complex problems. Students and residents utilize the resources of the program to develop diagnostic and problem-solving abilities to their highest potential.

**Highest Capability Graduates**

Graduates of the professional program are recognized for their superior ability to excel in their chosen field. They are accepted into the best positions and build on their education throughout their career. They become assets to their communities

and elevate the veterinary profession by bettering the lives of animals and humans. Those earning diplomas in the graduate program are recognized for their development of new knowledge and advance to leadership positions in academia, government, and industry. Graduates of professional and graduate programs are in high demand because of their capabilities.

### **Effective Outreach and Engagement**

The people of the state and nation recognize the College as a premier institution. Everyone within the College and University celebrates College accomplishments. The College's discoveries and contributions to the advancement of animal and human health are regularly disseminated via a wide range of methods including college and university publications, television and print media, the Internet, continuing education, and personal contact. The advancements and services developed by College faculty are valuable to the public and to the veterinary profession. The College's contributions improve the lives of man and animals and the economy of the region. The public recognizes this value by contributing generously to the various College programs.

### **Landmark Buildings**

The college is housed in landmark facilities that both attract and inspire. The architecture of its buildings is both identifying and noteworthy. Interior and exterior spaces are inviting, efficient, and functional and they foster an atmosphere of learning. Potential interactions are both facilitated and enhanced. Spaces are maintained so that the highest quality teaching, research, and service can be performed throughout the year. Ample space is available in support of existing programs and new initiatives.

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**Goals of the Plan**

**Specific Goals:**

- 1. The research funding of the College of Veterinary Medicine will average 20 million dollars per year.**
- 2. The student body will have exceptional academic credentials and diversity comparable to the top tier colleges of veterinary medicine.**
- 3. The education programs of the College will be the finest of any college of veterinary medicine.**
- 4. The Veterinary Teaching Hospital will have renovated and expanded facilities. The large animal clinic at Marysville will have a new facility. The clinical programs will be the finest available anywhere and will be comprehensive and of high quality.**
- 5. The annual contributions to the College will exceed 12 million dollars per year.**
- 6. The public will recognize the College as the preeminent resource for animal health in the nation.**

**Launching the Twenty-first Century  
The Strategic Plan for the College of Veterinary Medicine  
Specific Components**

**Research**

**The research funding of the College of Veterinary Medicine  
will average 20 million dollars per year.**

1. A culture that is supportive of research must be created and maintained throughout the College.
  - A college-wide mentoring system for all faculty engaged in research will be established. This will ensure that every faculty member has the support needed to perform at the maximum of their capability.
  - The College will establish a culture that encourages and facilitates faculty professional leaves for the purpose of enhancing their research capability.
  - The College will reward faculty who collaborate and communicate with faculty within and outside the College toward a goal of increased research productivity. Faculty will be encouraged and supported to obtain NIH training and program project grants.
  - The College will establish areas of research focus that will unite department and college-wide themes of research direction. These are the areas that will be targeted for external and internal support to develop programs of distinction. Within these focus areas the College will foster the development of “platform technologies” that will support and attract future research initiatives.
  - The Associate Dean for Research will have a role in annual salary adjustments for all faculty with research assignments. He/she will also develop and provide other incentives for research accomplishments.
  - The College will work toward the goal of providing space to accommodate the growing needs of a robust research enterprise. It is anticipated that approximately 50,000 square feet of additional laboratory space will be required to support the College’s research goal. Space needs will be met by specific proposals to the University Office of Research, joint ventures with other colleges such as the College of Medicine and Public health, and by fund raising.

- The College will work toward a goal of obtaining laboratory animal support for the needs of the research enterprise. As specific needs become evident, the College will present proposals to the Office of University Laboratory Animal Resources.
2. Additional research-intensive faculty must be obtained to complement the research efforts of existing faculty.
- It is estimated that approximately 30 additional faculty with 75% or more time committed to research will be needed to reach the goal of \$20 million of sponsored research per year. Each faculty member will be expected to obtain \$300,000 in sponsored research per year.
  - These faculty will be hired into tenure track as well as non-tenure research track appointments. Faculty compensation will be directly tied to research revenue.
  - These positions will be obtained primarily by development through creation of endowed chairs and professorships. They will also be funded through grants and contracts, University wide competitions, and directly from the Ohio General Assembly.
  - The additional faculty will be deployed to all three departments in alignment with departmental areas of focus on a competitive basis and in accordance with commitments made to obtain position funding.
3. The existing faculty and associated research program must become more robust.
- The goal for the current faculty is to double its research funding. This will take place over time by increasing the productivity of current research FTE assignments.
  - Current research-intensive faculty positions will be assigned in focus areas of research priority rather than to disciplines or according to expertise needed to support the professional curriculum. Technology and other innovations can be used to meet teaching requirements. This will allow concentration of faculty research FTE in areas of focus.
  - In clinical areas recruiting three faculty per specialty offers a method to increase research. The model consists of:
    1. One tenure track board certified specialist with a standard 50% FTE for research and 50% for clinics and teaching
    2. One tenure track research-intensive board certified specialist with at least 75% FTE for research
    3. One clinical track board certified specialist with at least 75% FTE for clinical service and teaching

The model will provide a total of 1.5 FTE for service and teaching, which will assure high quality clinical staffing year round. This model will be utilized in some but not all areas of specialization as opportunities arise.

- The research-intensive faculty (greater than 75% FTE for research) will be expected to have similar levels of productivity to that of the additional research-intensive faculty. The benchmark goal is for all research-intensive faculty to obtain \$300,000 per year in sponsored research.

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Specific Components**

**Student Ability and Diversity**

**The student body will have exceptional academic credentials and diversity comparable to any college of veterinary medicine.**

1. The methods by which applicants for the professional program are assessed will be refined.  
  
The College is engaged in a consortium of colleges of veterinary medicine to develop improved methods to evaluate personal characteristics of applicants. The outcome may permit selection for greater diversity and/or greater prospects for success as veterinarians.
2. The College will develop an atmosphere where students, graduate students, and faculty from all cultures and ethnicities will feel welcomed and can prosper.
  - Periodic climate surveys of faculty, staff, and students will be conducted. Progress in creating a welcoming environment for minority students and employees will continually be evaluated and monitored. Adjustments and interventions will be made as necessary.
  - The College will establish relationships with colleges of veterinary medicine from foreign countries and encourage interaction with faculty and students from other countries.
  - The College will foster a minority student organization as a means of improving the environment.
  - The College will foster a minority alumni group and ask the group to serve as mentors for veterinary students.
3. The College will increase its efforts to recruit minority faculty.

- Search processes for new faculty positions will be monitored to assure that women and minority faculty are recruited and considered. Annual progress will be measured against our benchmark institutions.
4. The College will increase its efforts in outreach and recruitment to minorities.
    - A continuing relationship with Tuskegee Institute College of Veterinary Medicine will be formed to recruit African American interns and graduate students for our program on a regular basis.
  5. The College will increase its efforts in outreach and recruitment to minorities.
    - College participation in the Young Scholars Program that offers summer experiences for minority high school and junior high students will be continued.
    - The College will recruit minority students at targeted high schools and undergraduate colleges.

**Launching the Twenty-first Century  
Strategic Plan for the College of Veterinary Medicine  
Specific Components**

**Education**

**The education programs of the College will be the strongest of all colleges of veterinary medicine.**

- The College will consider the review of its curriculum as a continual work in progress with the goal of providing the finest in professional education.
- The College will institute mechanisms to develop outstanding teachers through mentoring and peer evaluation.
- The College will be a leader in adoption of technology in support of education including utilization of media and the world-wide web.
- An administrative structure that provides additional incentives for teaching and for taking leadership positions in the academic program will be designed and implemented. Outstanding teaching will be valued, recognized, and rewarded.
- The Associate Dean for Academic Affairs will have a role in annual salary adjustments for faculty and in assessing teaching assignments.
- The College will unify the three existing graduate programs in order to maximize opportunities, interactions, and quality for all. A mentoring program for graduate students will be established.
- The continuing education program of the College will be reviewed to determine how it can be improved. Alternate models for delivering continuing educational programs, such as working with the Ohio Veterinary Medical Association, will be explored.
- The College will explore distance education concepts as an additional means of fulfilling its educational mission.

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Specific Components**

**The clinical and applied programs will be the finest available anywhere and will be comprehensive and high quality in delivering services, teaching professional students and residents, and developing new knowledge.**

- The Veterinary Teaching Hospital will be expanded and remodeled to improve the College's ability to provide excellent clinical education and service.
- The Large Animal Clinical Program at Marysville will be relocated to a new facility.
- Linear accelerator and magnetic resonance imaging ability will be acquired.
- A task force will be established to identify new directions for the clinical programs of the College.
- Incentive based compensation for faculty with clinical assignments will be examined to determine how it might be implemented.
- A hospital database to support clinical research will be established.

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Specific Components**

**Development**

**The annual contributions to the College  
will exceed 12 million dollars.**

- The opportunities for fund raising at Ohio State are tremendous. The goal is to lead the nation in development. To accomplish this goal all faculty and staff in the College must develop and embrace the culture of development. Faculty must be integral partners in the development effort.
- The development staff in the College will be significantly increased. The College will be served by a total of three full time development officers and one full time staff member. These staff will fully utilize and coordinate with the staff and resources of central University Development to maximize the effectiveness of College efforts.
- The Directors of Alumni Relations and Public Relations will coordinate activities with the Director of Development to emphasize and maximize their role in development.

## **Public Relations**

**The public will recognize the College as the preeminent resource for animal health in the nation.**

- The College will market itself as the preeminent resource for animal health in the nation.
- A public relations director will be hired to raise the profile of the College within the University, throughout the State of Ohio, and across the nation and the world.
- The College website will be expanded and maintained so that it is the finest of all veterinary colleges in the country.
- An electronic newsletter will be established within the College to recognize faculty grants, awards, and other accomplishments.
- The College public relations effort will be coordinated with major public relations outlets including the University, local and regional media, and relevant veterinary publications.

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**Outreach and Engagement**

The faculty in all departments will recognize their unique obligations to share and integrate their expertise for the common good of the citizens of Ohio and beyond.

- The Veterinary Extension program will not be limited to traditional agriculture but expand to areas of public health, zoonotic diseases, and general topics of public interest.
- The College will assist decision makers in government, industry, and other agencies in matters of animal and public health.
- The College will actively explore opportunities to interact and form alliances so that faculty expertise will benefit the public.