A bold, ambitious five-year plan for Ohio State to be the model comprehensive college of veterinary medicine in the world.
Model College

Sometimes in order to be the model, you have to define what the model should be. That’s what The Ohio State University College of Veterinary Medicine’s new strategic plan has done.

Over the course of the five-year plan, our already high-performing college will shift toward a new educational paradigm that bolsters innovative learning, sets a new standard of clinical care, ignites research that crosses colleges and disciplines, and inspires outreach that makes a difference in our community and around the globe.

This is our plan, generated through hundreds of hours of grassroots conversations and planning sessions where faculty, staff and partners were encouraged to think boldly—to push boundaries and dream big. This is a journey we will take together. And we will know we have triumphed when others emulate our success.

Are you ready to be the model?

Our ambition:

To be the model comprehensive college of veterinary medicine in the world, impacting animal and human health through innovation, collaboration and excellence.
Our mission:

To benefit society and enhance the health and well-being of animals, people and the ecosystem through innovation in research, education, patient care, outreach and service.
Our goals

Rooted in the foundational principles of health and wellness, diversity and inclusion, advancing partnerships, resource stewardship and alignment with The Ohio State University’s strategic plan, the College of Veterinary Medicine seeks to make a difference through six key goals:

- Culture and the Sustainability of Our People
- Advancing Education and Student Success
- Innovative and Impactful Research
- Referral Veterinary Medical Center of Choice
- Outreach and Community Engagement
- Operational Excellence

These goals, when galvanized through action, will renew our focus and position the College of Veterinary Medicine as a worldwide leader and model.

OUR VALUES

Excellence

Integrity and Personal Accountability

Diversity in People and of Ideas

Innovation

Transparency and Trust

Collaboration

Empathy and Compassion
Goal One

Culture and the Sustainability of Our People

Be the learning and work environment of choice within Ohio State and the veterinary community through a culture and organizational structure that values, supports and empowers our most important resource, our people.

Strategies:

• Improve trust, communication and accountability between faculty, students, staff and administration

• Increase faculty and staff numbers through recruitment to support retention and optimization of operational capability and flexibility

• Empower individuals in their roles and create flexibility for people to innovate in their daily work, improve organizational effectiveness and increase personal satisfaction

• Deliver and promote opportunities for professional development, career progression and individual recognition

• Sustain an internal culture of inclusive collaboration and serve diverse communities to promote new ideas

Measured by:

• Faculty and staff retention rate

• Assessment of culture and climate in alignment with strategic plan

• Professional, supervisory, career development and leadership opportunities

• Job task analysis
Goal Two

Advancing Education and Student Success

As part of a comprehensive health sciences university, deliver **extraordinary and value-driven education** that prepares veterinary professionals to lead the field, advance science and achieve personal fulfillment.

Strategies:

• Improve the affordability and accessibility of veterinary medical education and increase the value of our programs

• Further implement innovative curriculum that emphasizes clinical experience, preeminence in veterinary general practice education and critical thinking to prepare career-ready graduates and lifelong learners

• Promote a healthy and supportive environment that enables holistic student success, including personal enrichment and professional development

• Support faculty and staff contributions to evidence-based pedagogy by advancing competencies in course design, curriculum development, assessment and evaluation

Measured by:

• Student survey of educational program

• Faculty survey of educational program

• Increased publications/conference presentations on teaching and scholarship

• Integration of clinical skills lab into curriculum
Goal Three

Innovative and Impactful Research

Be a national and global leader in animal and human health as a top research-funded college of veterinary medicine.

Strategies:

• Accelerate research through an effective organizational structure and aggressive promotion of the college’s programs

• Grow and develop collaborative research networks and partnerships across the college, university and external entities to lead multidisciplinary and comparative biomedical and animal agriculture research in college signature programs and areas of high impact

• Leverage the veterinary health system to advance basic, clinical and translational research

• Diversify and expand funding sources to create a core pipeline of funded researchers

• Advance graduate programs through alignment with college research priorities in order to recruit the best and brightest candidates

Measured by:

• Total research funding

• Research infrastructure audit completed

• Functional state-of-the-art research space square footage

• Rebranded traditional Interdisciplinary Graduate Program
Goal Four

Referral Veterinary Medical Center of Choice

Be the model for excellence in academic veterinary medicine and referral center of choice by delivering accessible, cutting-edge care in partnership with referring veterinarians and clients.

Strategies:

• Deliver exceptional customer service and accessible care to clients in partnership with referring veterinarians throughout the continuum of care

• Explore models of clinical education to support the academic mission while improving student learning and client satisfaction

• Promote and invest in nationally and regionally renowned programs and differentiate them in the market

• Advance basic, clinical and translational science by leveraging the veterinary health system

Measured by:

• Stakeholders (rDVMs and clients) survey results

• Appointment utilization metrics

• Employer/alumni educational preparedness

• Number of clinical trials

• Number of publications in high-impact journals

• Service caseload
Goal Five

Outreach and Community Engagement

Improve the health of animals and people while promoting positive human-animal interactions throughout our local community, Ohio and globally.

Strategies:

• Provide learning experiences for students to gain day-one practice skills through compassionate community care, including public education and care for animals of underserved populations

• Identify and foster interdisciplinary collaboration to educate students and improve the health of animals, people and the environment through Global One Health initiatives

• Translate research into best practices through veterinary extension and continuing education programs that improve the health, welfare and productivity of animals; food safety and security; and public health

Measured by:

• Number of animals/clients served in underserved populations

• Number of students engaged in international activities

• Number of participants in Extension teaching program

• Number of participants in Continuing Education program
Goal Six

Operational Excellence

Achieve financial sustainability for the college by focusing on creative solutions to funding challenges while enhancing student, faculty and staff outcomes.

Strategies:

• Focus resources on top priorities and disinvest where necessary

• Develop revenue sources—including philanthropy, state funding and strategic partnerships with the private sector—by enhancing the college’s strengths and leveraging underutilized assets

• Promote responsible resource stewardship by:
  — Developing strategies to reduce costs to students
  — Increasing fiscal awareness
  — Creating operational efficiencies
  — Optimizing the organizational structure

• Develop synergies with university and veterinary colleagues and private sector partners to leverage strengths and mitigate weaknesses

Measured by:

• State support

• Regular publication of financial report and hospital metrics

• Development fundraising

• Veterinary health system margin prior to support
Imagine: A Five-Year Plan for Transformation

Imagine a college where faculty and staff come because of the reputation and stay because they are appreciated, empowered and fulfilled. Where students dream of their future, rather than dreading their debt. Where cutting-edge research generates transformational discoveries and cures in animal and human health.

Imagine a hospital with a reputation for providing the best care available, anywhere. A hospital that people count on to discover new treatments, train exceptional doctors and provide hope for healing when it is needed most.

Imagine a college with the financial resources and agility to move quickly to seize opportunities. Where mental and physical wellness are just as important as academic and professional success. And where compassionate care touches communities in need, here in central Ohio and around the globe.

Imagine a world that benefits from what we do and who we are.

The time is now for Ohio State to step forward and be the model comprehensive veterinary college in the world.

Because of you, we will be the model.