THE UNIVERSITY OF TENNESSEE COLLEGE OF VETERINARY MEDICINE
2015-22 STRATEGIC PLAN

Mission: Improving animal, human, and environmental health. We accomplish this mission through educating students in the art and science of veterinary medicine and related biomedical sciences, discovering and disseminating new knowledge to veterinarians and others, and providing exceptional veterinary care to animals.

Vision: Our vision is to create and sustain a college environment supportive of each individual’s professional and personal growth. Where all students, staff, and faculty are encouraged to discover new things, to expand their knowledge, to deliver exceptional service, and to enjoy life beyond the work environment.

College Values: We value many things, but our leading values include professionalism, quality, respect, inclusiveness, creativity, and commitment.

- **Professionalism.** Professionalism is our foundational value as it encompasses all values we strive to follow as members of the College of Veterinary Medicine. Professionalism applies to each of us as we carry out our daily responsibilities. We are compassionate, honest, responsible, loyal, respectful, confident, and continuously striving to improve.

- **Quality.** Quality is a characteristic, innate or acquired, that implies a high level of value or excellence. We strive to deliver high quality in our teaching, research, and service commitments.

- **Respect.** Respect means taking someone’s feelings, needs, thoughts, ideas, wishes and preferences into consideration, valuing them and their thoughts and feelings. We are acknowledging and accepting.

- **Inclusiveness.** Inclusive organizations are comprised of diverse individuals and value the perspective and contributions of everyone. We recognize, understand, and appreciate individual differences and strive to incorporate the needs and perspectives of all our people into the design and implementation of our programs.

- **Creativity.** Creativity is a phenomenon whereby something new and valuable is formed. We encourage and support the creation of new ideas and approaches to move our College and our profession forward.

- **Commitment.** Commitment is a quality that inspires individuals who make a promise to fulfill that promise unwaveringly. We are committed to creating and delivering high quality educational instruction for veterinary and graduate degree-seeking students, interns, residents, and graduate veterinarians; to providing exceptional healthcare; to treating clients and referring veterinarians with respect and dignity; and, to discovering and sharing new knowledge broadly for the benefit of animals, people, and the environment.

It is essential that our College remain fully accredited by the AVMA Council on Education and the Tennessee Higher Education Commission. We have framed our strategic plan around guiding standards associated with the accreditation of our DVM, MS, and PhD degree granting programs, and have included elements essential to the personal and professional growth of our people. Our 7-year strategic plan is framed to end in 2022, which is the year of our next scheduled AVMA COE accreditation site visit.
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GUIDING FRAMEWORK, GOALS, OBJECTIVES, AND ACTION PLANS

Red – Objectives and Action Plans Actively Moving Forward
Black – Items Not Yet Initiated

1. Organization
   a. Goal 1.1: Ensure the college organizational structure and guiding policies are aligned to advance our teaching, research, and service missions.
      i. Objective 1.1.1: Invest in faculty and staff leadership training to better plan for future College leadership needs.
         1. Action Plan – Participate in AAVMC leadership training opportunities for faculty.
            a. Drs. Bob Donnell, Claudia Kirk, Shelley Newman, Juergen Schumacher have participated to date
         2. Action Plan – Identify future college leadership needs (succession planning) and faculty/staff who have an interest/potential for leadership role; assist these individuals develop their leadership skills
      ii. Objective 1.1.2: Ensure strong interactions and engagement with UTK, UTIA, Farm Bureau, Tennessee Veterinary Medical Association, and Tennessee Department of Agriculture.
         1. Action Plan – UTK
            a. Support Carnegie Status by advancing our outreach efforts
         2. Action Plan – UTIA
            a. Develop and seek funding for two joint veterinary extension appointments
            b. Seek a reciprocity agreement between UTIA AgResearch and UTCVM COE in availability of funds and an opportunity for CVM to apply for funding from AgResearch
         3. Action Plan – Farm Bureau
            a. Include TFB wherever appropriate in CVM rural animal medicine programs
            b. Explore the idea of a periodic media effort that is a result of a partnership of TFB, TDA and CVM that supports the agriculture industry in Tennessee
         4. Action Plan – TVMA
            a. Engage TVMA in College events and programs and engage our students in TVMA events and programs
            b. Invite TVMA to participate in our conflict management program
            c. Partner with TVMA to present regional CE events across the states by providing topical expertise (speakers bureau)
            d. Mentoring program for students
         5. Action Plan – TDA
            a. Complete Tritrichomonas foetus surveillance partnership
            b. Develop a regional diagnostic center in East Tennessee in partnership with TDA
            c. Explore development of a One Health disease monitoring, surveillance committee that would be a joint effort between TDA, CVM, UTMC, and Community Health Departments
iii. **Objective 1.1.3:** Expand Office for Academic and Student Affairs infrastructure.
   1. Action Plan – Develop an organizational chart of the Academic Affairs section including positions and responsibilities and define changes that would increase efficiency
   2. Action Plan – Review the role of the Assessment Committee and develop a leadership succession plan
   3. Action Plan – Expand the role of instructional resources in supporting academic and student affairs

iv. **Objective 1.1.4:** Enhance the College Advisory Board, Alumni Council, and Advancement Office to improve constituent engagement and to better position the college to deliver its missions of teaching, research, service, and outreach.
   1. College Advisory Board
      a. Action Plan – Review the structure of the UTCVM Advisory Board including the makeup, purpose, duties, and responsibilities; engage the Board through project assignment
      b. Action Plan – Consider the creation of a separate “development” board or development sub-committee of the current board whose sole purpose is financial advancement of the College
   2. College Alumni Council
      a. Action Plan – Review the structure of the UTCVM Alumni Council including the makeup, purpose, duties, and responsibilities; engage the Board through project assignment
      b. Action Plan – Review the current membership of the Council and the Council’s membership rotation policy to fill gaps
   3. College Advancement Office
      a. Action Plan – Education of faculty/staff on identifying and reporting potential individuals who might support the College
      b. Action Plan – Consider the development of a monthly giving or pledge plan, especially for alumni
      c. Action Plan – Consider very focused strategic advancement initiatives e.g. positions, specific pieces of equipment, facilities, etc. Base priorities on the UTIA four pillars of success
         i. Strategic priorities
            1. Student scholarships
            2. Teaching and Learning Center/ Simulation Lab
               a. 2 naming opportunities
            3. Endowed faculty positions; two per department
            4. Debt retirement and naming opportunities
            5. Small animal reception and emergency renovation
            6. Diagnostic and Research facility

v. **Objective 1.1.5:** Assure College and Department bylaws are current and aligned with each other and with UTIA and UTK bylaws.
   1. Action Plan – Task force to review College bylaws (executive committee or designated faculty taskforce) to make them current and aligned
   2. Action Plan – Following upgrade of the College bylaws, departmental bylaws are reviewed by the department chair or a designated taskforce to make them current and aligned
vi. **Objective 1.1.6:** Enhance delivery of human resource support within college.
   1. Action Plan – Determine additional human resource needs of the College
   2. Action Plan – Identify training opportunities to develop departmental staff expertise in delivering human resource needs
   3. Action Plan – Identify staff willing to help expand the current human resource support within the College and begin training

2. **Finances**
   a. **Goal 2.1:** Ensure finances are adequate to sustain the college educational programs and mission.
      i. **Objective 2.1.1:** Seek full return of CEM graduate student tuition funds to the college for investment in the CEM program.
         1. Action Plan – Seek UTK Chancellor Support
      ii. **Objective 2.1.2:** Consider implementing the Board of Trustees approved faculty and staff incentive plan.
         1. Action Plan – Review financial ability to implement and award faculty and staff bonuses for teaching and service excellence

3. **Physical Facilities and Equipment**
   a. **Goal 3.1:** Ensure the college and hospital facilities provide an appropriate learning and working environment.
      i. **Objective 3.1.1:** Complete facilities maintenance project and secure State funding to resolve remaining building envelop issues.
         1. Action Plan – Complete Phase 1 Capital Maintenance Project
         2. Action Plan – Prepare and submit to TN SBC proposal for CVM Phase 2 Capital Maintenance Project
      ii. **Objective 3.1.2:** Provide college faculty, staff, and students with better food service and additional break areas to gather and eat.
         1. Action Plan – Convert A117 into an Aramark, Provision on Demand food service court
         2. Action Plan – Repurpose Munch Box into a breakroom and lunch area
         3. Action Plan – Design and construct covered outdoor seating café adjacent to and with doorway access to A107 student lounge
         4. Action Plan – Consider converting 3rd floor dormitory into a college lounge/gathering area
      iii. **Objective 3.1.3:** Improve CVM and VMC efficiency and functionality.
         1. Action Plan – Develop a central stores and inventory management system
      iv. **Objective 3.1.4:** Design and build a Teaching and Learning Center and Simulation Laboratory.
         1. Action Plan – Design facility to resolve existing deficiencies and to support educational programmatic needs
         2. Action Plan – Advancement Office to develop strategy to secure private funding support
      v. **Objective 3.1.5:** Provide high quality and efficient reception services to SAH clients in a contemporary and comforting environment.
         1. Action Plan – Redesign and renovate SAH reception
         2. Action Plan – Redesign and renovate former Medical Records area to hold Community Practice and After-hours Emergency
         3. Action Plan – Advancement Office to develop strategy to secure private funding support
vi. **Objective 3.1.6:** Remodel SAH facilities to improve capacity and accommodate new services.
   1. Action Plan – Reconfigure SA Isolation Unit into include Ophthalmology suite
   2. Action Plan – Develop a Wound Care Center
   3. Action Plan – Renovate Anesthesia-Surgical Preparation

vii. **Objective 3.1.7:** Upgrade CVM Security.
   1. Action Plan – Conduct third-party security assessment
   2. Action Plan – Convert all access points to combination Proximity/Swipe-card access

b. **Goal 3.2:** Ensure faculty and staff offices, research laboratories, animal housing space, and animal procedure facilities are sufficient for the needs of the faculty and staff.
   i. **Objective 3.2.1:** Complete program plan for Research & Diagnostic Laboratory Building – will house all college diagnostic labs, will serve as East Tennessee State Diagnostic lab, will allow use of existing space to be renovated to new research laboratory and VMC clinical space.
      1. Action Plan – Convene Task Force to determine needs, components, and project scope; formulate a project plan to be submitted to the TN SBC
   ii. **Objective 3.2.2:** Renovate existing research laboratory space.
      1. Action Plan – Complete immunology lab expansion and BSL-3 research lab
      2. Action Plan – Ensure CVM basement lab animal facility is upgraded
      3. Action Plan – Upgrade Lennon research space for necessary function
      4. Action Plan – Audit existing research space and current allocation
      5. Action Plan – Determine anticipated research needs for the next 5 years

c. **Goal 3.3:** Ensure hospital, diagnostic laboratories, and research equipment are appropriate to meet teaching, research, and service needs of the faculty and staff.
   i. **Objective 3.3.1:** Maintain and upgrade, as necessary, hospital and diagnostic laboratory, research, and teaching technology equipment.
      1. Action Plan – Complete an inventory analysis of essential equipment
      2. Action Plan – Formulate a 3-5 year replacement plan
      3. Action Plan – Formulate a business plan to fund critical equipment replacement

4. **Clinical Resources**
   a. **Goal 4.1:** Ensure the Veterinary Medical Center and Diagnostic Laboratories provide its patients, clients, referring veterinarians, and other stakeholders exceptional animal healthcare and service.
      i. **Objective 4.1.1:** Promote and elevate the professional expertise of our faculty and staff.
         1. Action Plan – Review and update the staff career ladder program to align training with the need to advance Veterinary Medical Center patient and client care
         2. Action Plan – Determine specific target areas for VMC personnel development
      ii. **Objective 4.1.2:** Assure diagnostic laboratory test accuracy.
         1. Action Plan – Implement quality assurance assessments to include point-of-care-testing
         2. Action Plan – Ensure all laboratories have updated standard operating procedures
         3. Action Plan – Consider seeking American Association of Veterinary Laboratory Diagnosticians (AAVLD) accreditation of our diagnostic laboratories
iii. **Objective 4.1.3:** Ensure the VMC has an optimal number of faculty and staff to deliver exceptional patient care.
   1. Action Plan – Develop and implement a volunteer program in the VMC that will help raise the level of patient care, efficiency, and continuity of care
      a. Establish volunteer student teams for LAH colic, ICU, and foal care
      b. Establish volunteer student teams for SAH emergency and critical care
   2. Action Plan – Perform an audit of all clinical service and diagnostic laboratory areas to determine optimal personnel needs to improve efficiency and patient care processes

iv. **Objective 4.1.4:** Expand and optimize hospital and diagnostic laboratory informational technology.
   1. Action Plan – Educate the workforce on the available components of the current electronic medical record system
   2. Action Plan – Explore the development of an integrated bar code system for patient management, supplies, pharmacy, diagnostic imaging, and diagnostic laboratory functions
   3. Action Plan – Upgrade the laboratory reporting forms through the development of new tools in the VA record system
   4. Action Plan – Convene a taskforce to determine the necessary components of a contemporary electronic medical record and laboratory information management system

v. **Objective 4.1.5:** Enhance patient care delivery within existing clinical services and determine what new clinical services and/or disciplines should be added to meet the needs of a contemporary veterinary referral hospital.
   1. Action Plan – Develop a teaching and business plan for a comprehensive small animal dentistry service
   2. Action Plan – Promote growth in equine medicine; communicate specialty areas to customers
      a. Special procedures
      b. Special services: Ophthalmology, cardiology, dermatology, infectious diseases, neonatal ICU, neurology, etc.
      c. Revisit equine wellness plan
   3. Action Plan – Develop a three-year plan to address needs in diagnostic imaging including improvement in patient flow, efficiency, equine MRI expertise, and outpatient ultrasound
   4. Action Plan – Develop a comprehensive center for regenerative medicine
   5. Action Plan – Develop a short- and long-term plan to address small animal isolation needs
   6. Action Plan – Develop a mechanism to identify and generate new diagnostic laboratory tests for better patient care

vi. **Objective 4.1.6:** Advance the discipline of veterinary diagnostic laboratory sciences.
   1. Action Plan – Improve opportunities for student education in diagnostic laboratory medicine
a. **Goal 4.2:** Provide exceptional personal and professional service to our clients and referring veterinarians.

i. **Objective 4.2.1:** Determine customer expectations and satisfaction across all hospitals; SAH, Equine Hospital, Farm Animal Hospital, and Avian and Exotic Animal Hospital.
   1. Action Plan - Use the Zoetis/CalPro approach or similar type process to obtain customer feedback and continuous improvement information
   2. Action Plan – Revitalize the current client feedback process and tools
   3. Action Plan – Review the current laboratory customer survey process and use for continuous improvement

ii. **Objective 4.2.2:** Develop consistent procedures to communicate with customers and disseminate healthcare information.
   1. Action Plan – Use best practices in our communication with clients and rDVMs
      a. Define customer expectations
      b. Define VMC best communication practices
      c. Create an VMC rDVM brochure
   2. Action Plan – Revitalize the current client relations advocate(s)

iii. **Objective 4.2.3:** Provide excellent service to the public and our customers through education.
   1. Action Plan – Audit and summarize current client educational information being provided and determine how we can improve communication
   2. Action Plan – Identify public and community activities that we can participate in
   3. Action Plan – Develop and use web-based CE programs
   4. Action Plan – Use internal UT publications to inform UT community
   5. Action Plan – Develop media programs for waiting room monitors

iv. **Objective 4.2.4:** Identify and initiate infrastructure projects to improve customer focused care.
   1. Action Plan – Improve post-referral customer communication processes; discharge instructions, referral letters, other

v. **Objective 4.2.5:** Improve the continuity of patient care in the VMC.

vi. **Objective 4.2.6:** Develop Standards of Communication Guidelines to provide clear, consistent, and prompt communications to clients and rDVMs regarding care of hospitalized patients.
   1. Action Plan – Determine client and rDVM expectations for optimal communications using:
      a. CalPro surveys to obtain information on strengths and weaknesses of current communication processes
      b. Gather Best Practice information from those VMC services cited by rDVMs as providing good and consistent communication
      c. rDVM focus groups
   2. Action Plan – Develop a client communications protocol pertaining to patient status and an rDVM communications protocol pertaining to referred patients and/or consultations
   3. Action Plan – Inform clients and rDVMs of what they can expect:
      a. Assign a VMC Standards of Communication task force to develop expectations and priorities
      b. Update client and rDVM brochures
vii. **Objective 4.2.7:** Improve internal communication regarding patient care (consultations, transfer process, referral coordinator, technician responsibilities).

viii. **Objective 4.2.8:** Improve patient admission process.

ix. **Objective 4.2.9:** Improve patient discharge process to decrease client wait time and improve communication.

1. Action Plan – Determine what rDVMs and clients want in discharge instructions
2. Action Plan – Determine what rDVMs want in referral letters
3. Action Plan – Develop professional-looking templates for discharge instructions, referral letters, case summaries, etc. (refer to CSU examples)
4. Action Plan – Develop discharge checklist to include:
   a. Discharge instructions for client completed
   b. Any medications/devices ordered and received (Rx)
   c. Bill completed and approved
   d. Discharge instructions for rDVM completed
   e. rDVM contacted about discharge
   f. Referral letter completed
   g. Follow-up call to client day of discharge
   h. Client follow-up call 7-10 days post discharge
   i. If client has questions – relay information to primary clinician

b. **Goal 4.3:** Provide an exceptional clinical education program.

i. **Objective 4.3.1:** Address deficiencies in student experiences that are important in developing entry-level veterinary knowledge and skills.

1. Action Plan – Provide additional student opportunities to obtain more experience in areas of general, primary care practice
2. Action Plan – Provide training in hygiene, biosecurity, and isolation procedures for students
3. Action Plan – Develop a clinical simulation program with associated facility and equipment

ii. **Objective 4.3.2:** Improve assessment procedures and tools for evaluation of clinical students, house officers, and clinical services.

1. Action Plan – Integrate house officer assessment into One45
2. Action Plan – Develop an automated process for house officer feedback from faculty
3. Action Plan – Develop a process for obtaining and integrating veterinary technician assessment of student and house officer performance
4. Action Plan – Clinical examinations and clinical skills assessment

iii. **Objective 4.3.3:** Evaluate current technology that will support better clinical teaching.

1. Action Plan – Explore possibility of using mobile devices for data entry
3. Action Plan – Explore technology to provide students easy access to course notes

iv. **Objective 4.3.4:** Determine what processes involved in student clinical teaching could be improved.

1. Action Plan – Develop a clinical course syllabus for each rotation
2. Action Plan – Improve clinical orientation processes for students
3. Action Plan – Develop an easy way for students to generate handouts for clients (e.g., pharmacy dispensed drug fact sheets, medical/surgical templates)
5. Library and Informational Resources
   a. **Goal 5.1:** Ensure faculty, staff, and students have timely access to informational resources and information professionals to allow effective veterinary medical education, research, public service, and continuing education.

6. Students
   a. **Goal 6.1:** Ensure clear and current information is posted and available for prospective students.
      i. **Objective 6.1.1:** Update website and student handbook regarding purpose and goals of the DVM degree program, admissions requirements and procedures, faculty descriptions, tuition/fees/cost of attendance, academic expectations, withdrawal procedures, and national and state licensure requirements.
         1. Action Plan – Annual review and revisions prior to first day of class
   b. **Goal 6.2:** Ensure existing internships, residencies, and graduate-degree programs compliment and strengthen the professional DVM degree program.
      i. **Objective 6.2.1:** Create a college internship and residency evaluation committee to assess quality of existing programs, and to review recommendations to expand or create new programs.
      ii. **Objective 6.2.2:** Create clearly defined objectives and clinical responsibilities of interns and residents to assure an optimal learning environment for house officers and teaching environment for the students.
         1. Action Plan – Specialty Services will develop program outlines that will detail duties, teaching and grading duties; roles will be included in a house officer handbook
         2. Action Plan – Create advanced teaching, feedback methods and communication workshops designed to develop skills in interns, residents and graduate students to provide high quality professional student education and prepare house officers for academic careers
         3. Action Plan – Identify and develop interns, residents and graduate students with interests in academic and non-practice careers for advanced training through TLC workshops
   c. **Goal 6.3:** Ensure student services are available to support student wellness and to assist meeting academic and personal challenges of the DVM program.
      i. **Objective 6.3.1:** Develop a faculty, staff, and student stress/distress identification process.
         1. Action Plan – Determine what processes are already in place and what new processes could be initiated (Veterinary Social Work initiative, UTK distressed student protocol)
         2. Action Plan – Survey students, faculty and staff to determine what site-based services would enhance wellness, life-balance, stress reduction
         3. Action Plan – Develop CVM community plan for ongoing site-based wellness activities or resource list and instructions for accessing from university
         4. Action Plan – Work with ODS to streamline disability application, testing and processing
         5. Action Plan – Faculty training regarding recognition and reporting distressed students
         6. Action Plan – Continue development and implementation of Success and Wellness Course throughout the veterinary curriculum
ii. **Objective 6.3.2:** Develop enhanced financial aid and scholarship support to decrease the burden of financing a veterinary education.
1. **Action Plan –** Create a Financial Aid Liaison within the veterinary school
2. **Action Plan –** Develop an information website for students as a repository for veterinary specific financial aid and available scholarships, including timelines and application process.
3. **Action Plan –** Task the Advancement Office to focus on planned giving for increased scholarship opportunities both for recruitment and for tuition reduction

iii. **Objective 6.3.3:** Develop long-term plan for enhanced Career Services to include resume development, career planning, interview skills, contract negotiations, and job matching.
1. **Action Plan –** Develop funding source for professional career officer and administration staff.
2. **Action Plan –** Enhanced website with links to useful career service sites and job opportunities
3. **Action Plan –** Create expanded career development and exploration experiences such as MCVC Career Day, CDC Career Day, and other collaborations

d. **Goal 6.4:** Create an educational environment that promotes a balance of work, professional growth, and personal wellbeing.

i. **Objective 6.4.1:** Evaluate need to expand veterinary technician and assistant workforce.
1. **Action Plan –** Optimal technicians to doctor ratio will be determined in areas where student number is low or caseload is high
2. **Action Plan –** Technicians will be trained to complete standard paperwork so that students are available to experience all learning opportunities

ii. **Objective 6.4.2:** Determine ways to help faculty, staff, and students attain a better work-life balance while ensuring exceptional service, teaching, and learning.
1. **Action Plan –** Determine where imbalances between work and personal life exist
2. **Action Plan –** Organize internal events to bring people together
3. **Action Plan –** Provide consistent time for clinical students to manage personal responsibilities and engage in wellness opportunities

7. **Admissions**

a. **Goal 7.1:** Ensure the college has a well-defined and officially stated admissions policy that includes factors other than academic achievement in consideration of admission.

i. **Objective 7.1.1:** Publish Admission Policy on the CVM website, in the annual VMCAS website, VMCAS text, graduate catalog and elsewhere.
1. **Action Plan –** Annual Admission Committee review and refinement of prerequisites, the admission process, scoring standards and interview style
2. **Action Plan –** Develop assessment criteria and benchmarks to evaluate the accuracy of the admission process in predicting the desired quality of candidates

b. **Goal 7.2:** Develop a recruitment plan that helps ensure a diverse and qualified applicant pool.

i. **Objective 7.2.1:** Create a Director of Diversity and Student Affairs.
1. **Action Plan –** Develop a comprehensive plan for recruitment with focus on diverse populations
2. **Action Plan –** Identify scholarship funding to be used as recruitment incentive
3. **Action Plan –** Develop on-site programs to engage diversity groups and enhance

c. **Goal 7.3:** Develop validated admissions committee training materials deliverable by secure web-based modules.
i. **Objective 7.3.1:** Improve engagement and standardized training of practitioners, faculty, and students involved in packet reviews and interviews.

ii. **Objective 7.3.1:** To assure a consistent, equal, fair, and unbiased application process for all applicants.
   1. Action Plan – Develop training materials into formal handbook
   2. Action Plan – Develop 10-minute training videos for packet review and interview
   3. Action plan – Consider multiple mini-interviews (MMIs) as a component of the interview process

8. Faculty & Staff
   a. **Goal 8.1:** Increase faculty engagement in college activities.
      i. **Objective 8.1.1:** Develop a mechanism for presentation of activities, progress, and outcomes to the faculty and staff so that awareness, transparency, and closure are achieved.
         1. Action Plan – Conduct faculty-staff meetings quarterly to increase awareness of activities of committees, local administration, and upper administration
         2. Action Plan – Invite the Chancellor to present a State-of-the-Institute address each year
         3. Action Plan – Ensure college successes, challenges, and opportunities are shared with the faculty and staff and that they have a directed opportunity to provide information, suggestions, and feedback
      ii. **Objective 8.1.2:** Increase faculty and staff awareness of committee membership, activities, and outcomes or results of decisions.
         1. Action Plan – All committee descriptions, memberships, and reports should be posted on the College intranet
         2. Action Plan – Committee reports should be detailed but focused on important issues with action items for discussion; there should be a continuum of important topics for extended discussion over several faculty meetings
         3. Action Plan – Committee chairs should seek faculty and staff input using specific questionnaires when important or global discussions warrant; committees should not be insular, but rather open and transparent
         4. Action Plan – A representative from each department should be responsible for making monthly reports at departmental meetings pertaining to committee activities
   b. **Goal 8.2:** Further enhance faculty and staff collegiality and morale.
      i. **Objective 8.2.1:** Develop team building activities and opportunities to promote an atmosphere where mutual respect and personal value can be recognized.
         1. Action Plan – Conduct a personnel survey to identify activities that are most valued
         2. Action Plan – Conduct a space audit for workplace enhancement
            a. Consider placement of exercise equipment with ready-access
            b. Consider development of a “quiet room” for relaxation breaks
            c. Consider creation of team athletic events such as volleyball, softball
         3. Action Plan – Sponsor group engagement activities to promote cross-departmental interaction; dean coffee and cookies, pre-thanksgiving covered dish luncheon, etc
ii. **Objective 8.2.2:** Actively promote personal and professional development and address longevity of faculty and staff to discourage turn-over and encourage career advancement.

1. Action Plan – Focus on evaluation of work-life issues that contribute to recruitment of new faculty and staff
2. Action Plan – Assess factors which may lead to disillusionment or erosion of the workplace environment
3. Action Plan – Identify remediation or mitigation tools to neutralize negative influences
4. Action Plan – Create opportunities to support young faculty and staff and re-energize weary faculty and staff

9. **Curriculum**

   a. **Goal 9.1:** Ensure flexibility in curriculum planning and management to allow timely revisions in response to emerging issues, and advancements in knowledge and technology.

   i. **Objectives 9.1.1:** Curriculum committee supports request of curricular revisions through ongoing review of courses and clinical rotations.

      1. Action Plan – Monthly course review
      2. Action Plan – Support curriculum retreat and curriculum discussion every 2 years
      3. Action Plan – Support Master Teacher program for advancement of knowledge

   b. **Goal 9.2:** Create an educational environment that balances professional and personal growth, where all veterinary and graduate students, interns, and residents are provided the resources and support to reach their maximum potential.

   i. **Objective 9.2.1:** Complete a comprehensive review of the pre-clinical and clinical curriculum to ensure we are providing training that is improving the quality of our graduates.

      1. Action Plan – Assure an outcome-based curriculum; keep strengths and fill gaps
         a. Develop key performance indicators (KPI) for effectiveness of delivering the professional curriculum
         b. Determine baseline data for KPIs prior to initiation of curricular changes
         c. Re-measure KPI data annually
         d. Use KPI data to review and adjust curriculum – evidenced based teaching
         e. Improved course reports and use of plan, do, check, and re-plan improvement process
         f. Develop One45 assessment of required externships
         g. Consider exam-soft and longitudinal assessment of topic area proficiency

   ii. **Objective 9.2.2:** Assure a balanced, manageable, and effective curriculum for students and faculty.

      1. Action Plan – All pre-clinical courses and clinical clerkships should have syllabi with learning objectives and outcomes; develop template
      2. Action Plan – Decrease curricular overload and identify time to create new courses and consider expansion of the clinical year
         a. Define what students need to know; define essential competencies for a graduate veterinarian
         b. Determine current curricular content through the best and most efficient method(s) – content mapping
3. Action Plan – Develop ways to maximize higher level critical thinking in our students (analyzing, evaluating, creating), skills training in preclinical years

4. Action Plan – Develop additional non-technical skills training
   a. Determine what non-technical skills are being taught and what new skills should be added to the curriculum
   b. Use curriculum content study to determine where they can be taught in the curriculum

5. Action Plan – Review the ABLE initiative

6. Action Plan – Add student grand rounds

iii. **Objective 9.2.3:** Review the current examination processes and philosophy to determine the strengths weaknesses of the exam program.
   1. Action Plan – Complete an internal study evaluating advancement examinations, integrated examinations, exam consolidation, and Exam-Soft

iv. **Objective 9.2.4:** Provide our veterinary students, house officers, and veterinary technician interns an exceptional clinical education program.
      a. Determine optimum time to engage students in clinical training
      b. Define core and electives
      c. Develop more primary care opportunities
      d. Develop core clinical skills and clinical skills assessment
      e. All clinical clerkships must have syllabi, course objectives, course outcomes
      f. Expand International Studies Program

   c. **Goal 9.3:** Create DVM-MPH and DVM-PhD dual degree programs.
      i. **Objective 9.3.1:** Develop alternative career focus tracts.
         1. Action Plan – Submit curriculum to graduate council
         2. Action Plan - Diversify MPH veterinary public health course offerings

d. **Goal 9.4:** Improve DVM student education in Public Health, Public Practice, and Outreach.
   i. **Objective 9.4.1:** Establish international opportunities for research, education, public health, and outreach.
   ii. **Objective 9.4.2:** Enhance coursework in essential public health areas.
      1. Action Plan – Consider improving delivery of essential coursework; food safety, zoonoses prevention and control, Public Health administration, regulatory medicine
   iii. **Objective 9.4.3:** Increase veterinary public health related research.

 e. **Goal 9.5:** Ensure NAVLE first- and second-attempt pass rates remain above the national average.
   i. **Objective 9.5.1:** Assure graduating veterinary students are adequately prepared for exams and first year practice.
      1. Action Plan – Plan 3rd year VEA test to evaluate base knowledge and those at risk for NAVLE failure
      2. Action Plan – Develop remediation plan for students receiving D grades who are at risk of dismissal or deceleration
      3. Action Plan – Partner with site experts to deliver targeted training modules
      4. Action Plan – Schedule expert review sessions
      5. Action Plan – Consider longitudinal assessment and remediation for VEA scores
10. Research Programs and Scholarly Information Dissemination

a. **Goal 10.1:** Develop and advance basic, clinical, and translational research for the betterment of animal and human health.

i. **Objective 10.1.1:** Determine foundation and direction for the advancement of research in the College.

   1. **Action Plan – Explore research interests, goals, needs of current faculty with goal of maximizing job satisfaction to improve research productivity**
      a. CVM Research Committee faculty survey
      b. Retreat(s)/small discussion meetings
      c. Explore 9 month faculty appointments in CVM

   2. **Action Plan – Characterize current infrastructure and resources**
      a. Conduct an audit of space, equipment/facilities, and staff available to support research
      b. Compile (and maintain) current reference source for individual CVM faculty expertise, areas of interest and/or research
      c. Explore partnerships in equipment purchase and use, and centralization into core labs – space, staffing, use policy, etc
      d. Compile current outside research resources available to CVM, including UTIA, UTK, other local institutions – faculty and program expertise, facilities, equipment, staffing, established centers/foci of expertise (e.g. NIMBioS, Biomedical Engineering, Animal Science, Wildlife Resources/Health)
      e. Survey research laboratory users and compliance officers to determine needs for laboratory/facility renovation; consider outside (or internal expert) consultation on what could be accomplished to provide beneficial improvements

   3. **Action Plan – Define College expectations for faculty research**
      a. Revisit metrics recommendations that were put forward by the College Research Committee and select the most important measures of success
      b. Compile 10 years of data for the most important metrics
      c. Obtain faculty research expectations from comparable and target CVMs
      d. Evaluate current College P&T guidelines, in context of past and future research trajectory
      e. Establish college-wide expectations for research, clearly articulate these to all faculty, and commit to equal accountability across all departments and by administration
      f. Consider how significant changes in expectations will be fairly implemented

ii. **Objective 10.1.2:** Increase faculty engagement and assigned FTE effort in research and scholarship.

   1. Action Plan – Support and strengthen current research programs and faculty
      a. Direct support toward a select number of existing faculty with greatest potential (interest, capacity, skills)
      b. Provide time release (i.e., target some faculty/instructor hires to cover service and teaching to free-up time for faculty interested in research)
      c. Strictly protect/ensure time available for research as assigned in effort allocation – eliminate approach that research effort is “whatever is left over”
d. Provide all faculty a minimum 5% effort allocation in research, recognizing that UT requires evidence of scholarship from all faculty members

2. Action Plan – Recruit new research faculty members to build FTE
   a. Define research foci or areas that will best build productivity and fulfill College metric goals
   b. Define expectations for new research positions
      i. 100% research, or primary research appointment with teaching in professional /graduate programs or otherwise contribute to other DVM core mission areas
   c. Consider career stage for recruitment
      i. established/proven researcher, with strong grants record, and associated personnel
      ii. early career research faculty members with high expectations for establishing independent continuously funded programs

3. Action Plan – Recruit all new faculty hires for research potential, regardless of position and allotted effort allocation for research/scholarship
   a. Allocate as much research as possible into each position and review applicants accordingly
   b. Consider collaborative potential for all applicants, and hire those who will most engage with and strengthen current/growing research programs
   c. Only recruit faculty with obvious enthusiasm for research, even if allocation is minor

iii. Objective 10.1.3: Explore potential advantages in aggressively pursuing establishment of a contract research program or a more formal clinical trials center.
   1. Action Plan – Consider creating a clinical trials director position with an associated clinical trials committee
      a. A clinical trials committee would review faculty proposals and make a recommendation to the Hospital Board for approval
   2. Action Plan – Identify priority areas and key animal species to target
   3. Action Plan – Identify expected outcomes for contract program or clinical trials center
      a. Attract greater industry attention/business and collaboration with other research programs (intra- and extramural)
      b. Raise awareness of CVM outside UT as a biomedical research institution (increase patient load, name recognition/advancement, etc.)
      c. Provide research opportunities for faculty and build CVM research metrics (publications, extramural funding, etc.)
      d. Attract operating revenue
   4. Action Plan – Identify additional resources, facilities, programs (i.e., GLP) and personnel that are needed to establish a Center, and grow programs – investment risk-return calculations

iv. Objective 10.1.4: Improve research environment and support, enhance collaborations for CVM faculty, and better utilize available resources.
   1. Action Plan – Create more GRAs positions
   2. Action Plan – Provide more targeted funding opportunity information
      a. Needs and interests of individual faculty and programs: educate faculty on search options; updated website listings; other
3. Action Plan – facilitate development (internal funding) of interdisciplinary research group(s), based on faculty/program strengths, in anticipation of seeking future (big) grant opportunities

4. Action Plan – Engage professional grant writers and promote writing workshops to provide needed assistance in grant writing
   a. Identify available expertise, match with investigator needs, and provide funding for justified requests

5. Action Plan – Research team mentoring for individual (junior) faculty members

6. Action Plan – Develop and foster strategic external and internal partnerships and collaborations by:
   a. Exploring joint research appointments in strategic areas, exploring joint equipment purchases, HUB/core lab use and support within AgResearch
   b. Identifying other potential partnerships
      i. UTK – NIMBIOS, Biomedical Engineering, Office of Research and Engagement
      ii. Graduate School of Medicine and UT Health Sciences Center
      iii. UTIA – Animal Science, Wildlife Resources, etc
      iv. Other Universities – UTM, UTC, Vanderbilt, Emory
      v. Other CVMs – Virginia-Maryland, UGA, NCSU, Mississippi, Auburn
      vi. Other Research Centers – Gluck Equine Research Center, ORNL

v. Objective 10.1.5: Develop a marketing plan for CVM research - sharing discoveries with peers, colleagues, and the public to: attract collaborative interests; increase public recognition of CVM contributions to research; and promote advancement efforts in support of CVM discovery and student/postdoctoral research training.
   1. Action Plan – Develop faculty research portfolios. Identify faculty interests for critical action plans for the next 5 years
      a. Short video clips, brochures, other publications on research interests, focus areas (displays, use on websites, PR outlets)
   2. Action Plan – Develop and maintain a Research Website(s) – design and content, with attention to search access/accuracy and information retrieval by other UT faculty and outsiders
   3. Action Plan – Internal (CVM, UTIA, UTK, UTHSC) current/compelling media promotion - monitors, video, posters, informational kiosks, brochures etc.
      a. Targeting general public – raise awareness, promote interest in advancement and hospital patronage
      b. Targeting veterinarians
      c. Targeting potential collaborators/clients
   4. Action Plan – Determine and generate outline of CVM expertise that could benefit other research programs: Vanderbilt, UTHSC/Memphis, University of Kentucky Center for Clinical and Translational Science, Appalachian Translational Research Network, other... [extend to fish for potential industry sponsors]
      a. Draft informational brochure/PDF/website that could be sent to administrators or targeted laboratories/programs/PI's – clearly, succinctly articulate how they would benefit from collaborating with CVM
   5. Action Plan – Reexamine CEM Research Symposium to better inform departments and colleges about research interests, considering how to best engage wider biomedical research community

vi. Objective 10.1.6: Create a process for managing our information databases for research (images, medical information, key words searches).
b. **Goal 10.2**: Expand research training.
   
   i. **Objective 10.2.1**: Evaluate opportunities to add new programs.
      1. Action Plan – Add Forensic Odontology MS degree
   
   ii. **Objective 10.2.2**: Promote combined DVM/PhD program.
      1. Action Plan – Actively recruit in DVM admissions process
      2. Action Plan – Training grant support: competitive stipends, tuition waivers
      3. Action Plan – Incentivize placement of candidates in the best CVM, UTIA, UTK, GSM mentoring environments
      4. Action Plan – Understand and promote major institutional research training opportunities available to our students, such as Howard Hughes Medical, and start placing students in these facilities

   iii. **Objective 10.2.3**: Develop combined residency/PhD or MS program(s).
      1. Action Plan – Training grant support: competitive stipends, tuition

   iv. **Objective 10.2.4**: Enhance postdoctoral fellowship opportunities in CVM.
      1. Action Plan – Training grant
      2. Action Plan – Redefine postdoctoral fellow appointments in HR to better fit these individuals and institutional/program requirements - postdocs were 12 month appointments, reclassified to staff approximately 8-10 years ago
         a. No retirement benefit (use savings for salary)
         b. 3-year term, require annual renewal – eliminate reduction in force requirements

   v. **Objective 10.2.5**: Provide a formal orientation for residents to expose them to possible research opportunities. This might include experimental design/modeling. Perhaps in seminar series.

11. **Outcomes Assessment**

   a. **Goal 11.1**: Ensure effective measurement and analysis of veterinary student basic and clinical science knowledge, skills, and values believed necessary to provide entry-level veterinary healthcare.
      
      i. **Objective 11.1.1**: Comprehensive patient diagnosis (problem solving skills), appropriate use of clinical laboratory testing, and record management.
      
      ii. **Objective 11.1.2**: Comprehensive treatment planning including patient referral when indicated.
      
      iii. **Objective 11.1.3**: Anesthesia and pain management, patient welfare.
      
      iv. **Objective 11.1.4**: Basic surgery skills, experience, and case management.
      
      v. **Objective 11.1.5**: Basic medical skills, experience and case management.
      
      vi. **Objective 11.1.6**: Emergency and intensive care case management.
      
      vii. **Objective 11.1.7**: Health promotion, disease prevention/biosecurity, zoonosis and food safety.
      
      viii. **Objective 11.1.8**: Client communications and ethical conduct.
      
      ix. **Objective 11.1.9**: Critical analysis of new information and research findings relevant to veterinary medicine.

   b. **Goal 11.2**: Integrate assessment and curricular goals to ensure better use of existing data and identify additional data needs.
      
      i. **Objective 11.2.1**: Assure that curriculum map includes measurable learning objectives for all pre-clinical courses.
         1. Action Plan – Identify current status level by courses that have been entered in One45
            a. Determine which courses have data entered, have learning objectives listed and are ready to map to identified categories
2. Action Plan – For courses that currently lack learning objectives, identify assessment committee members to team with course coordinators to develop objectives

ii. **Objective 11.2.2:** Provide a searchable database of available information on all current college data for data-driven curricula information.
   1. Action Plan – Create databases and make available through VetNet; competency assessment results, ABLE data results, exit survey results, alumni survey results, employer survey results, other available data

iii. **Objective 11.2.3:** Provide content data from past 3-years of NAVLE data for better understanding of educational program performance.
   1. Action Plan – Break NAVLE results down by cumulative results based on NAVLE content areas

iv. **Objective 11.2.4:** Analyze competency assessment from externships by AVMA-COE competency domains.
   1. Action Plan – Develop method to capture externship competency assessments
      a. Develop process to collect assessment data form externship supervisor through One45

12. Additional Priorities

a. **Goal 12.1:** Share our knowledge and expertise broadly, improving the health and well-being of animals and people.

i. **Objective 12.1.1:** Share our knowledge and expertise broadly.
   1. Action Plan – Enhance public facing website
   2. Action Plan – Reintroduce VOLVet Vision magazine; improve touch with alumni, college stakeholders

ii. **Objective 12.1.2:** Identify effective and strategic methods to provide information to our clients and the public.
   1. Action Plan – Pamphlets and fact sheets in the lobbies
   2. Action Plan – Continue our great touch with media outlets including Knox News Sentinel, WBIR, and Live at Five at Four
   3. Action Plan – Global involvement of our faculty
   4. Action Plan – Public webcasts

iii. **Objective 12.1.3:** Strengthen our partnership with UTIA Extension in communicating with and serving the public.
   1. Action Plan – Identify extension areas where we can help
      a. In-service training
   2. Action Plan – Market our resources to extension
      a. Medical experts guide and speakers bureau

b. **Goal 12.2:** Respect and embrace individual diversity and promote a college-wide culture of teamwork and appreciation.

i. **Objective 12.2.1:** Actively recruit faculty, staff, and students that will enhance CVM diversity.
   1. Action Plan – Attract, enroll, retain and graduate increasing numbers of students from historically under-represented populations and international students
   2. Action Plan – Increase diversity presence on the UTCVM website
   3. Action Plan – Support student led or focused inclusiveness
ii. **Objective 12.2.2:** Create a positive college culture of teamwork, respect, empathy, appreciation, empowerment and recognition.

1. Action Plan – Identify gaps in the balance of professional and personal responsibilities
   a. Focus groups, open forums
2. Action Plan – Develop and present two workshops, seminars or open forums per semester related to:
   a. Teamwork, partnerships
   b. Mutual respect, trust
   c. Empathy
   d. Appreciation
   e. Professional commitment versus personal life balance
   f. Good communications
   g. Conflict resolution
   h. De-stressing
   i. Avoiding guilt in the workplace, professional commitment, patient care, service responsibilities
3. Action Plan – Create strategic workshops on diversity, respect, cultural influences on animal health, communication skills, conflict management, developing consensus, discussing common purpose and trust

iii. **Objective 12.2.3:** Balance education, clinical service, discovery, and personal life in a climate conducive to educational and professional growth and well-being of staff and faculty.