

Strategic Priority 0: Initiatives that cut across all strategic priorities

Executive Sponsor: Mark Markel

New Initiatives	Initiative Lead
<p>A. Enhance focus of the SVM on the importance of diversity and inclusivity.</p> <ul style="list-style-type: none"> • Continue to serve as chair of an AAVMC task force focused on incorporating diversity recommendations in six of the AVMA Council on Education accreditation standards. Modifications to the accreditation standards will be finalized in 2017. https://www.avma.org/ProfessionalDevelopment/Education/Accreditation/Colleges/Pages/Proposed-Changes-to-Accreditation-Standards.aspx • Through the Engagement, Inclusivity, and Diversity Committee: Increase the understanding of SVM culture, create opportunities for discussion about diversity issues, provide venues to honor and celebrate differences and move the SVM from “tolerance” to “acceptance.” • The EID will continue to focus on creating spaces for dialogue within the SVM, especially focused on the creation of an LGBTQ+ Community and Advocacy Group. Students, faculty, and staff, have also been connected to the interprofessional group Pride in Healthcare. • During 2016-17 academic year, we will also continue to host a viewing group for an episode of AAVMC Diversity and Inclusion OnAir, related to accommodating disabilities in the educational environment. Many other programs are available on demand for viewing. • The Big 10 SVMs have agreed to actively participate and host the biennial Midwest Regional Iverson Bell Summit. Regional Summits are held in years opposite the national meeting as part of national AAVMC annual meeting. Lynn Maki will serve as the SVM representative to this group. Wisconsin will host the regional summit in 2020. 	<p>Mark Markel and Lynn Maki Mark Markel</p> <p>Lynn Maki</p> <p>Lynn Maki</p> <p>Lynn Maki</p> <p>Lynn Maki</p>
<p>B. Enhance funding sources.</p> <ul style="list-style-type: none"> • Increase resident and nonresident tuition to be at the median of our national peers. The Board of Regents voted in June 2015 to approve the first two years of the SVM’s tuition proposal. The third and fourth years of the proposal were approved in December 2016. • Increase class size from 80 to 92 students/class which will be fully implemented by 2017. • After full implementation of the proposed increases, the SVM base budget would have grown by \$5.9 million, although \$1.1 million was applied to the SVM’s base budget cut in 2015-17. In addition, scholarship support for SVM students will increase by \$1 million. 	<p>Mark Markel and Ed Rodriguez</p>

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<p>C. Continue to increase the number of relationships with donors, increase the visibility of the SVM, and seek additional gift dollars over the next 10 years in support of 1) enhanced facilities, with the advancement groups principal focus on securing funding for the new building, 2) endowed faculty positions, 3) scholarships, 4) equipment needs, 5) unrestricted gifts, and 6) campus-wide major gift initiatives that benefit the SVM.</p> <ul style="list-style-type: none">• Launched the BerbeeWalsh match and have raised more than \$1.2 million of the \$3 million gift of the match. Nearly \$2 million in new gifts have been secured as a result of the match.• Publicly launched the capital campaign in November 2016 through a redesigned <i>On Call</i> and several activities to inform and engage internal audiences. We continue to work to broaden publicity through campus and WFAA channels.• From 2015 to 2016, new gifts and pledges increased by 43% (\$13,777,835 to \$19,635,435).• Cash-based gifts increased 15%, from \$4,074,807 in 2015 to \$4,695,630 in 2016.• Annual fund giving remained strong, despite the focus given to the building campaign. The school received \$353,895 in annual fund gifts, very close to the four-year average of \$363,566.• The school’s directors of development had 36 qualified opportunities versus four the year before. Major gift solicitations increased from 42 to 61, resulting in 47 major gift commitments versus 27 in 2015.• SVM met its \$70 million comprehensive campaign goal. The goal is being increased to \$100 million• In early 2017: Documented largest gift to the SVM from a living donor with a \$5 million commitment from Morrie Waud to the building expansion. With this gift, the SVM has secured \$17 million for the campaign.• In early 2017: In process of securing an additional \$1 million scholarship endowment gift, bringing the scholarship endowment total to just under \$16 million.• In partnership with leaders of the alumni advisory board, identified supporting the building campaign as the board’s primary focus.• Regularly engage with faculty, staff, and students to involve them in the campaign.	Kristi Thorson

Strategic Priority 3: Design an innovative professional curriculum that evolves to prepare students for a breadth of careers and professional opportunities

Executive Sponsor: Lynn Maki

New Initiatives	Initiative leads
<p>A. Continue to create web-based learning modules for core competencies for each specialty/service.</p> <p>B. Enhance the clinical education for veterinary medical students.</p> <ul style="list-style-type: none"> • Increase students’ experiences practicing clinical skills through an expanded Clinical Skills Training Center and its integration into the DVM curriculum. • Recruitment of faculty to develop clinical skills sessions for fourth-year students on clinical rotations is ongoing. The focus for the next six months will be to recruit faculty from the emergency and critical care, cardiology, and oncology services to develop skills labs for students on their respective services. <p>C. Develop better course evaluation and student evaluation systems. Focus on outcome-based measures. Assess for accreditation.</p> <ul style="list-style-type: none"> • Launched new student evaluation system in late fall 2014, and launched new course rotation evaluation system (where students evaluate faculty and rotation experience) in May 2015. All fourth-year evaluations are entirely facilitated online in the SVM evaluation system. Data is shared three times annually with the academic departments for appropriate evaluation and distribution. Work with departments to ensure that grades are completed in a timely manner. • Working with campus to implement new campus-wide evaluation tool, AEPHIS. • Ongoing work with a taskforce to look at the clinical competency data for the DVM program, in relation to new accreditation standards, during summer 2017. <p>D. The combined DVM/PhD program has four students currently enrolled, and it is anticipated that additional students will be admitted to the program concurrent to admission to the DVM program in 2017 and 2018. The program is designed for students to complete the first two years of the DVM curriculum, followed by four years committed to completion of PhD requirements. Students will then re-enter the DVM curriculum to complete the final two years, thus earning DVM and PhD degrees over the course of eight years.</p>	<p>Robb Hardie/Instructional designer</p> <p>Lynn Maki</p> <p>Lynn Maki</p> <p>Dale Bjorling and Lynn Maki</p>

Strategic Priority 5: Support UW Veterinary Care in achieving its strategic priorities and enhance its integration with the school
Executive Sponsor: Ruthanne Chun

New Initiatives	Initiative Leads
<p>A. Working with UW-Madison and the state, select architects in 2017-18 to design the SVM addition in Lot 62. Design to be completed in 2019 with construction to begin in 2020.</p> <p>B. In the time before initiation of actual building design and construction, work to maximize use of available space in the current hospital.</p> <ul style="list-style-type: none"> • Move Medical Oncology closer to TomoTherapy, into the room across from Clinical Pathology. • Turn the old Medical Oncology ward into an intermediate care ward and move Primary Care and Ophthalmology work spaces to this area. • Identify and remodel spaces within the current Large Animal Hospital to improve work flow and space utilization. <p>C. Support the Large Animal Hospital Improvements Committee’s review of hospital structure, caseload and clinical research needs, and teaching and service activities.</p> <ul style="list-style-type: none"> • Caseload for both the Internal Medicine and Large Animal Surgery services again increased during the calendar year 2016 (up from 2015, which itself was a busier year than 2014). Discussions regarding improving diagnostic imaging continue, but with as yet no resolution regarding large animal MRI or CT equipment or physical location within our current footprint. • Both Large Animal Internal Medicine (LAIM) and Large Animal Surgery (LAS) have exciting new additions to the permanent faculty body: Dr. Fernando Marques (LAIM) and Dr. Amelia Munstermann (LAS) joined the SVM as direct replacements for Dr. Sheila McGuirk and Dr. Mike Livesey, respectively, following their retirements. A clinical instructor was added to the faculty in LAS, putting their current faculty numbers at four, and with the valuable contributions of Dr. Keith Poulsen from the WVDL (25% appointment in LAIM, bringing that section to 3.25 faculty), the staffing numbers within the two sections are at their highest in many years. Both sections have three residents, which has been a boon during a time of increasing caseload. 	<p>Mark Markel</p> <p>Ruthanne Chun</p>

Strategic Priority 5: Support UW Veterinary Care in achieving its strategic priorities and enhance its integration with the school

Executive Sponsor: Ruthanne Chun

New Initiatives	Initiative Leads
<p>Unfortunately, Dr. Celena Checura left the faculty during 2016 for family-related reasons. Her clinical contribution in terms of equine caseload and teaching were substantial within the Large Animal Hospital, and she will be missed. A search for her replacement is ongoing. The UWVC leadership has been generous in the financial support of new positions in LAIM and LAS (specifically, clinical instructors) for the coming year to supplement departmentally funded, permanent faculty.</p> <p>D. Define the optimal number of faculty in each clinical service.</p> <p>E. Annually perform financial analysis of UW Veterinary Care and communicate the results to each section of the hospital.</p> <ul style="list-style-type: none"> • Process is ongoing, and adjustments are made each year to provide more accurate data to each section. • Implement faculty/house officer/student/caseload information into analysis as a data point assessing clinical teaching workload for each service. <p>F. Expand clinical opportunities for students in shelter medicine.</p> <ul style="list-style-type: none"> • Created a structured elective externship opportunity for fourth-year students in 2014-15 in partnership with the Dane County Humane Society. • Introduced a new, two-week Shelter Medicine Ambulatory rotation in 2016 for fourth year students focusing on hands-on experience for students in aspects of care provided in shelters. Forty-nine students from the SVM registered for the rotation in the first year. • Introduced the Pets for Life house calls program in Milwaukee. Fourth-year veterinary medical students assist in providing medical care to underserved and at-risk pets and families in partnership with the UW Shelter Medicine program and the Wisconsin Humane Society. • Offered the Shelter Medicine selective for veterinary students. Seven to 10 students participate each year in combination with our UW Shelter Medicine Fellowship Shelter Intensive. 	<p></p> <p>Mark Markel</p> <p>Ed Rodriguez, Ruthanne Chun</p> <p>Mark Markel and Sandra Newbury</p>

Strategic Priority 7: Train the next generation of academic veterinarians to advance veterinary medicine through their outstanding clinical skills, teaching abilities and research capabilities

Executive Sponsors: Dale Bjorling, Ruthanne Chun and Lynn Maki

New Initiatives	Initiative Leads
<p>A. Continue to enhance the support and resources available for clinical research, including faculty and trainee research opportunities, (guided by the recommendations of the clinical research taskforce). Links to SP #2.A.</p> <p>B. Encourage graduate students, residents, and faculty to attend teaching workshops and/or the UW Teaching Academy.</p> <ul style="list-style-type: none"> • Announcements of workshops/symposia in teaching and learning offered by the UW-Madison Teaching Academy and the Delta Program—a program supported by the Center for the Integration of Research, Teaching, and Learning (CRTL)—are provided via the all-SVM list serv. Simon Lygo-Baker produced eight videos with editorial input from Lynn Maki, Tyler Gregory, and Karen Young. Each video is intentionally short so that they may be viewed by clinical teachers during their clinical work. Many, if not all, of the videos are valuable for all teachers to view. <p>C. Expand Clinical Skills Training Center through construction of the Renk Student Learning Center. Project anticipated to be complete by mid-spring 2017. Links to SP# 3.B.</p> <p>D. Increase participation in extramural clinical research training programs. Links to SP#2A and #2B.</p>	<p>Mark Markel</p> <p>Karen Young</p> <p>Robb Hardie and Lynn Maki</p> <p>Jon McAnulty</p>