2016 – 2020
Strategic Plan

VETERINARY MEDICINE at ILLINOIS

2016 – 2020
Strategic Plan
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OUR STRATEGIC PLANNING PROCESS
The creation of the college and funding for its facilities arose through a strong grounding of support in the state's agricultural and veterinary communities, which lobbied the state legislature. Consequently, a commitment of service to the state of Illinois has been a fundamental role of the college, initially with a focus on eradicating and controlling diseases that affected livestock production.

Research was a prominent feature in the college from the start, especially research into zoonotic diseases. State funding for college research in the 20th century included the Venture Technology and Illinois Council on Food and Agricultural Research (C-FAR) programs. A National Institutes of Health grant for facilities renovation expanded biomedical laboratory space by 14,000 sq. ft. in the Basic Sciences Building in 2004.

The admitted veterinary class size increased gradually over the college's first decades to approximately 80 students by 1975, remaining at that number until 1995, when declining state support led to gradual increases to a class size of 120. The Class of 2019, enrolled in fall 2015, was the college's largest to date at 130 students.

In 2009, as a result of priorities established in 2005, the college achieved a remarkable number of accomplishments:
- An innovative veterinary curriculum that integrated clinical rotations throughout the four-year degree program was implemented;
- The nation's most comprehensive veterinary clinical skills learning facility was opened;
- A clinical presence was established in Chicago to support teaching and outreach;
- Funding was received to launch the Center for One Health Illinois; and
- The college raised $51 million in the university-wide Brilliant Futures fund-raising campaign.

Since 2009, the college has attracted international attention for its groundbreaking approach to veterinary education. Key investments in facilities have improved classrooms, information technology, areas of the Large and Small Animal Clinics, and overall energy efficiency. Faculty positions in veterinary neurology and cardiology have been restored, and instructional positions have been added to enhance the delivery of the veterinary curriculum. Procedures related to planning, budgeting, and staffing have been optimized for efficiency and cost savings.

The role of veterinary colleges has expanded dramatically since the college's founding. Today there are 30 U.S. veterinary colleges, dozens of veterinary specialties, rapid technological and foundational advances in biomedical science, and global opportunities to improve animal, human, and environmental health. As Illinois faculty and staff chart a course to advance veterinary science and meet the anticipated needs of society, they draw on the college's successful history of innovation.

The University of Illinois, in the heart of the "Land of Lincoln," is one of the original 37 Land-Grant institutions established in the years just after President Abraham Lincoln signed the Morrill Land-Grant Colleges Act into law in 1862.

The college originally occupied repurposed buildings until a Basic Science Building and Large Animal Clinic were built in 1952 and 1955, respectively. The college's facilities were united on its present location—40 acres at the southeast corner of the Urbana campus—beginning with completion of the Small Animal Clinic and Surgical-Obstetrical Laboratory (now known as the Clinical Skills Learning Center) in 1971 and the Large Animal Clinic in 1976 and followed by the Basic Sciences Building in 1982. Since 1949 the college has also operated the 80-acre Veterinary Medicine Research Farm, about two miles southeast of the university campus.
We educate future veterinarians and biomedical scientists, make discoveries that improve animal, human, and environmental health, facilitate production of a safe food supply, and deliver outstanding clinical care.

Our Mission

We will be a pre-eminent public college of veterinary medicine, provide a transformative educational experience for our students, create and communicate knowledge that changes the world, deliver outstanding clinical service to our patients and clients, and pursue excellence in all our endeavors.

Our Vision
THE COLLEGE EMBRACES THE GUIDING PRINCIPLES SET FORTH IN THE CAMPUS STRATEGIC PLAN TO ENSURE OPEN AND TRANSPARENT DECISION-MAKING. WITH A COMMITMENT TO BEING BOTH AGILE AND ACCOUNTABLE, WE RECOGNIZE THAT THE MECHANICS AND IMPLEMENTATION STRATEGIES OF OUR PLAN MAY CHANGE IN RESPONSE TO ARISING CIRCUMSTANCES, BUT OUR ACTIONS WILL ALWAYS BE GUIDED BY THESE PRINCIPLES:

Our Guiding Principles

- We will continue to make strategic investments in institutional excellence.
- We will be mindful of and responsive to the changing financial landscape for higher education.
- We will be agile as we pursue the current sets of priorities in our plan.
- We will embrace a culture of institutional improvement and assessment.
- We will collaborate and engage with faculty, staff, students, alumni and other stakeholders in our planning and implementation.
- We will celebrate our achievements visibly and proudly and empower all members of our community to speak up and out.
- We will ensure that an Illinois education is both valuable and financially accessible.
- We will be leaders in addressing the world’s most complex and critical challenges.
- We will be a laboratory of innovation and a global leader in higher education across its varied dimensions.
- We will prepare students to be global citizens and leaders in the 21st century.
- We will build and nurture transformative, lifelong relationships with all members of our community.
- We will strive to create and maintain a built environment that is beautiful, functional and state of the art.
- We will promote the pre-eminence of Illinois to our many stakeholders in a coordinated manner and celebrate milestones, achievements and accomplishments that tangibly demonstrate our pre-eminence.
- We will focus and broaden our fundraising efforts to inspire donors and funders to support our highest institutional priorities.

Our Goals and Initiatives

The college strategic plan is closely aligned with the campus strategic plan. As part of the University of Illinois at Urbana-Champaign, our college aspires to be a pre-eminent veterinary college at a public research university with a land-grant mission and global impact. Our college, like our campus, focuses efforts using the framework of these four fundamental goals:

**GOAL 1:** Foster scholarship, discovery and innovation

**GOAL 2:** Provide transformative learning experiences

**GOAL 3:** Make a significant and visible societal impact

**GOAL 4:** Steward current resources and generate additional resources for strategic investment
FOSTER SCHOLARSHIP, DISCOVERY AND INNOVATION

Expand and support nationally recognized research programs

a. Increase the number of faculty with a strong focus on research and the impact of their discovery efforts
   i. Hire outstanding and creative scientists who can contribute to the college’s research efforts by competing at the highest levels for grant support and by attracting talented graduate students
   ii. Use new hires as an opportunity to leverage current areas of research excellence and increase our competitiveness for large funding opportunities, including center and training grants
   iii. Contribute to the University’s interdisciplinary research initiatives by hiring faculty members in areas of strength that align with campus priorities
   iv. Create a unified basic sciences department that fosters research excellence

b. Provide incentives for building research programs that are competitive for large external grants
   i. Provide college-level funding for stipends and tuition support for meritorious PhD students
   ii. Provide seed funds for meritorious investigator-initiated projects that are likely to attract significant extramural support

c. Provide infrastructure to support research excellence
   i. Provide sufficient resources to facilitate the conduct of clinical research trials
   ii. Support scholarly activity in clinical and diagnostic service units, especially discovery efforts that are aligned with areas of campus research strength

d. Promote college research capabilities at the university and national levels
   i. Develop promotional materials that communicate our research capabilities and distribute them to key constituencies that are positioned to disseminate this information locally and nationally
   ii. Ensure that college fundraising campaign goals include support for research assistantships and projects

SCHOLARSHIP, DISCOVERY AND INNOVATION METRICS

- Number of faculty with a strong focus on research
- Number and dollar amount of submitted grant applications
- Sponsored research expenditures
- Number of active grants, patent applications, and center or training grant applications
- Number of PhD and MS thesis students and degrees awarded
- Funds raised by the Office of Advancement to support discovery
Provide transformative veterinary and biomedical educational experiences in a vibrant and diverse learning community

a. Foster student engagement and promote creativity in learners by nurturing efficiency, innovation, collaboration, and scholarship in educational practices

i. Establish a learning strategy support team to help faculty and staff develop, apply, share, and evaluate learning strategies efficiently and effectively

ii. Ensure faculty oversight and input on resource management of teaching and learning activities

iii. Invest in resources (personnel, training, technology, and infrastructure) that enable delivery of a learner-centered, state-of-the-art curriculum

iv. Optimize fiscal transparency in teaching and learning activities

v. Implement robust, efficient processes to review, update, and integrate course content; promote faculty ownership of team-taught courses; optimize alignment of teaching, feedback, and assessment methods with desired learning outcomes; and evaluate success and satisfaction of stakeholders

vi. Showcase instructional methods and achievements and link faculty/staff rewards and promotions to instructional effort and quality

b. Enhance the recognized value of earning a qualification from the college by creating distinctive Illinois programs

i. Identify and promote current areas of Illinois educational reputation, and expand the scope of learning offerings that lead to distinctive qualifications for students and alumni, including certificate and master's degree programs

ii. Foster collaborations with other colleges on campus and explore the potential for combined DVM degrees and shared faculty/staff hires

iii. Explore the development of fast-track pre-veterinary degree programs designed to attract high-achieving students and address increasing DVM student debt

iv. Identify mechanisms for increasing the accessibility of veterinary education at Illinois to under-represented learner populations

c. Increase the teaching and learning portfolio of the college

i. Establish pre-eminence as a source for online veterinary education, including delivering postgraduate certificate programs (with discounts for alumni), and open online courses, targeting veterinary and non-veterinary audiences, such as wildlife/zoo/conservation medicine, animal rescue, veterinary public health, imaging, population medicine, clinical pathology, and infectious disease epidemiology

ii. Explore partnerships with other campus units to develop new markets for college face-to-face and online learning activities (e.g., joint undergraduate veterinary/medical bioscience program, a professional master’s program)

iii. Explore partnering in a World Organization for Animal Health twinning program with a suitable international college/school/faculty of veterinary medicine

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TRANSFORMATIVE LEARNING EXPERIENCES METRICS

- Student:Faculty ratio in DVM and graduate programs
- Number of faculty receiving awards for teaching excellence
- Number of educational research publications
- Number of faculty engaged in active learning, course development, and improving student assessment
- Cost of delivering the DVM curriculum per graduate veterinarian
- Faculty use of college’s learning support team
- Number of DVM applications as a percentage of the national applicant pool, number of extramural student applications
- North American Veterinary Licensing Examination passing percentage; percentage of enrolled students that graduate
- 6-month employment rate for DVM and PhD/MS graduates
MAKE A SIGNIFICANT AND VISIBLE SOCIETAL IMPACT

Provide excellent comprehensive veterinary medical and diagnostic services, public engagement and outreach, and continuing education programming at the state, national, and international levels

a. Deliver outstanding clinical and diagnostic service
   i. Recruit, mentor, and promote exceptional personnel committed to providing outstanding service in core veterinary specialties and ancillary services while highlighting current areas of strength
   ii. Support and expand state-of-the-art veterinary and diagnostic services
b. Position the college as a premier source for veterinary medical education opportunities for veterinarians, animal owners, and the public
   i. Expand the Executive Veterinary Program (EVP) offerings and introduce programs in key food-producing areas of the world
   ii. Develop signature stand-alone continuing education programs that highlight faculty and staff expertise and college initiatives
   iii. Enhance referral relationships through educational programming and events for referring veterinarians using the college's clinical and diagnostic services
   iv. Develop educational opportunities for animal owners and other community constituencies on animal health and zoonotic diseases
   v. Optimize training of students, community engagement, and education in wildlife medicine and ecosystem health
   vi. Strengthen the college's Center for One Health Illinois by expanding its role in relevant teaching, research, and engagement activities across the college, in related initiatives across the university, and in public health agencies and human health institutions across the state
   vii. Develop a programmatic outreach to the Illinois and national livestock industry in ways that enhance the teaching, research, and economic development missions of the college

c. Develop integrated engagement and outreach programs
   i. Offer events and programs to engage alumni, volunteers, and other stakeholders
   ii. Provide students with opportunities to interact with alumni and non-alumni veterinarians
   iii. Create comprehensive marketing plans for clinical and diagnostic services and college programs
   iv. Identify possible locations for a cross-disciplinary training and education center and a clinical care facility for wildlife patients
   v. Enhance existing, and create new, departmental shared courses and discovery outreach programs, including an integrated disease-monitoring system, to increase our impact on emerging diseases, livestock production medicine, and public health issues
   vi. Optimize training of students, community engagement, and education in wildlife medicine and ecosystem health
   vii. Strengthen the college's Center for One Health Illinois by expanding its role in relevant teaching, research, and engagement activities across the college, in related initiatives across the university, and in public health agencies and human health institutions across the state
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SIGNIFICANT AND VISIBLE SOCIETAL IMPACT METRICS

• Caseload at the hospital, diagnostic laboratory, and Chicago clinics (total numbers and rate of growth)
• Funds reinvested into clinical and diagnostic programs
• Satisfaction measurement indices for clients, referring veterinarians, and program participants
• Number of college events and total number of participants
• Number of cash gifts and new donors
STEWARD CURRENT RESOURCES AND GENERATE ADDITIONAL RESOURCES FOR STRATEGIC INVESTMENT

Promote a supportive, respectful, and productive working and learning environment

a. Remain committed to a culture of inclusiveness, collegiality, professionalism, and service
   i. Ensure open communication and transparency in organizational governance
   ii. Enhance and standardize mentoring and transparency around tenure and promotion

b. Serve as good stewards of the college’s assets and resources, particularly personnel, who represent our most valuable resource
   i. Align faculty and staff resources to best achieve the missions of the college
   ii. Mentor and reward faculty and staff by providing appropriate opportunities to ensure a fulfilling and rewarding professional career at the University of Illinois
   iii. Develop a long-range facilities plan to support the goals of the college
   iv. Develop a college-wide fundraising plan, in conjunction with the Office of the Vice Chancellor for Institutional Advancement, that is in alignment with college strategic plan goals

v. Enhance collaboration with corporate entities
   • Expand and promote the capabilities for conducting clinical trials in Urbana-Champaign and Chicago
   • Engage corporate representatives and partner with industry to perform research and scholarship
   • Secure corporate support for residency programs

c. Enhance the reputation and standing of the college
   i. Develop a comprehensive college-wide marketing and communications plan to support college strategic goals and improve national rankings
   ii. Develop a diversity plan that includes active recruitment strategies, outreach plans, and a funding component
   iii. Mentor and reward faculty and staff by providing appropriate opportunities to ensure a fulfilling and rewarding professional career at the University of Illinois
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STEWARDSHIP METRICS

• Number of faculty and staff in all units
• Number/percentage of students, faculty, and staff from under-represented groups
• Number of visits to college website homepage and key subpages
• National rankings
• Results of periodic internal climate surveys
• Number of donors and value of annual donations
• Number of invitations to present at international meetings and number of hours of lecture at international meetings
• Number of faculty serving on editorial boards of peer-reviewed journals
OUR STRATEGIC PLANNING PROCESS

In the spring of 2015, four subcommittees were chartered to review draft plans created through extensive faculty input over the previous years and to update and streamline that important work into a single mission-driven plan that aligns with the four-part campus strategic plan. The college’s 2016-2020 Strategic Plan is intended to provide guidance as the college invests resources to achieve the greatest impact.

Strategic Planning Steering Committee
Brian Aldridge, Christine Beuoy, David Bunick, Dean Peter Constable (Chair), Jodi Flaws, Julia Whittington

Discovery/Research Subcommittee
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Stewardship/Guiding Principles & Values Subcommittee
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VETERINARY MEDICINE at ILLINOIS

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