COLLEGE OF VETERINARY MEDICINE
2020 STRATEGIC PLAN
MISSION
Innovation in animal and human health.

VISION
To be innovative world leaders in healthcare, research, and professional education.

VALUES
Communication, Integrity, Accountability, Teamwork, Leadership
On September 28, 2018, the administration, faculty, and staff of the Oklahoma State University College of Veterinary Medicine – then called the Center for Veterinary Health Sciences – gathered at the ConocoPhillips OSU Alumni Center to begin work on a strategic plan that would lead them into the future. Prior to the retreat, all faculty and staff of the college were asked to contemplate the mission, vision, and values of the organization and submit their ideas.

More than 100 unique mission and vision statements were submitted for consideration, and, through an interactive exercise, three potential mission statements and three potential vision statements were created. Those mission and vision statements were tested with faculty, staff, and alumni, and, eventually, new mission and vision statements were adopted by the organization.

Vision: To be innovative world leaders in healthcare, research, and professional education.

Soon after, the College of Veterinary Medicine identified five values to guide the organization into the future: Communication, Integrity, Accountability, Teamwork, and Leadership. Over the ensuing months, the College completed a variety of strategic planning tools, including a comprehensive data analysis of Boren Veterinary Medical Teaching Hospital, Five Forces Analysis, PEST Analysis, and SWOT Analysis.

At a subsequent retreat on February 1, 2019, the College identified and selected measurable and quantifiable objectives to measure its progress toward the vision. Soon after, surveys were completed to establish baseline measures, including a faculty and staff satisfaction survey, student satisfaction survey, and rDVM satisfaction survey.

Armed with this information, on June 24, 2019, the College selected strategies for advancing the objectives, identified executive champions, strategy chairs and teams, and began the journey of strategy development, implementation, and execution. Full-scale strategy implementation will occur throughout 2020.

Here are the highlights of the plan.
VALUES

INTEGRITY
We will demonstrate at all times, and expect of our colleagues, the highest standards of personal integrity. I will:

- Be dependable, keeping faith with our commitments
- Be consistent in our work and our responsibilities
- Uphold institutional values
- Practice fairness
- Honor the trust of our colleagues by keeping confidences and avoiding gossip

TEAMWORK
Understanding that a team is stronger than the sum of its parts, and that we perform better as a team, I will:

- Put the goals of the organization above our personal agendas
- Cooperate and seek ways to improve the performance of the team
- Support each other in all aspects
- Ensure that criticism is productive, not destructive
- Be unselfish with our time and energy
- Willingly facilitate the work of others
- Do our best to contribute meaningfully to the goals of the organization
- Be willing to learn from others
- Respect and appreciate the skills and gifts of others and their contributions
- Welcome diversity and recognize that it brings value to the unit as a whole
- Be responsible for our personal health, both mental and physical

ACCOUNTABILITY
We will be accountable for our own actions, work, and words. Accordingly, I will:

- Be open to critique or input from others
- Accept responsibility for our own actions and words
- Meet our obligations in a timely manner and to the best of our abilities
- Own our own problems
- Be open to change – in ourselves and the organization
- Seek ways to improve our performance
- Be good stewards for the resources entrusted to us

COMMUNICATION
Understanding the importance of good communication for the proper functioning of the team and advancing our common goals, I will:

- Listen with an open mind and without being judgmental
- Be candid, but respectful; we will not withhold important information and facts
- Freely bring forward all information that is important to the topic at hand
- Accentuate the positive
- Be timely in our responses
- Be honest and truthful
- Be inclusive and respect all voices

LEADERSHIP
Recognizing that we can all be leaders, I will:

- Lead by example regardless of my position in the organization
- Contribute to achieving the vision of the institution by actively participating in shared governance
- Seek to inspire others
- Look for the talents and gifts in others and help to develop them
- Be an advocate for my colleagues, unit, college, and university
- Accept new challenges and look for new opportunities for myself, my colleagues, and the college
- Foster an open and supportive environment where innovation and creativity are welcomed and encouraged
- Be approachable and available to my colleagues
- Strive to create an atmosphere of positivity, and openly share my enthusiasm with my colleagues without expecting anything in return
OBJECTIVES TO MOVE TOWARD THE VISION:

1.0 Increase hospital case load

► Baseline case load: 14,567
► Target case load: 14,925

2.0 Generate $500,000 in additional hospital revenue and/or cost savings through reduced inefficiencies

► Baseline additional revenue/cost savings: $0
► Target additional revenue/cost savings: $500,000

3.0 Increase overall faculty and staff satisfaction

► Baseline faculty satisfaction: 3.53
► Target faculty satisfaction: 4.00
► Baseline staff satisfaction: 3.85
► Target staff satisfaction: 4.00

4.0 Enhance research activities and productivity

► Increase proposals for extramural funding by 67% by 2025
► Increase extramural funding awards by 50% by 2025
► Increase extramural funding by 75% by 2025
► Increase peer-reviewed publications in top 10% most-cited journals by 100% by 2025
► Increase citations per publications by 50% by 2025
► Increase media mentions (print and online) of CVM research impacts by 200% by 2025
► Increase PhD-seeking graduate student population of post-graduate DVMs (AVMA) and post-baccalaureate students by 200% and 100%, respectively by 2025
► Reduce faculty administrative burden by 25% by 2022

5.0 Increase student educational experience satisfaction

► Baseline educational experience satisfaction: 3.75
► Target educational experience satisfaction: 4.25
1.0 Increase hospital case load

- 1.1 Develop, recruit, and fill rDVM referral coordinator to communicate
- 1.2 Develop rDVM large-animal outreach, communication, and education program
- 1.3 Implement follow-up communications program

2.0 Generate $500,000 in additional hospital revenue and/or cost savings through reduced inefficiencies

- 2.1 Develop billing policies and procedures, related training and communications programs, and related tracking mechanisms to identify and eliminate billing errors

3.0 Increase overall faculty and staff satisfaction

- 3.1 Develop and implement reward and recognition program

4.0 Enhance research activities and productivity

- 4.1 Implement research productivity initiative

5.0 Increase student educational experience satisfaction

- 5.1 Improve student experience with elective courses
- 5.2 Ensure consistent use of Moodle by faculty
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