

CONNECT

ONLINE

Website: vetmed.vt.edu

Facebook, Instagram, Twitter: VaMdVetMed

LinkedIn, YouTube : VA-MD Vet Med

Flickr: VA-MD VetMed

Subscribe to the college's monthly digital newsletter:
vetmed.vt.edu/news/vs

LOCATIONS

Blacksburg Campus at Virginia Tech
205 Duck Pond Drive
Blacksburg, Virginia 24061
(540) 231-7666

**Avrum Gudelsky Veterinary Center
at University of Maryland**
8075 Greenmead Drive
College Park, Maryland 20740
(301) 314-7862

Marion duPont Scott Equine Medical Center
17690 Old Waterford Road
Leesburg, Virginia 20176
(703) 771-6800

Animal Cancer Care and Research Center
4 Riverside Circle
Roanoke, Virginia 24016
(540) 526-2300



VIRGINIA-MARYLAND COLLEGE OF VETERINARY MEDICINE STRATEGIC PLAN 2020 - 2026

CONTENTS

3

Letter from the Dean

5

Departments and Programs

7

Mission, Vision, and
Core Values

9

Our Vision for the Future

13

The Strategic Pillars

35

Our Locations

36

Our Enhanced Facilities

37

Actions to Promote
Diversity and Inclusion

39

Advancing College
Research





Dean **M. DANIEL GIVENS**

This college has a rich history of inspiring focus, perseverance, and dedication—and yet, our greater debt is to our future. We owe much to those who, in years to come, will depend on us for educational opportunities in veterinary medicine, biomedical science, and public health, to those who will depend on us to provide impactful and compassionate care to preserve and restore the health and well-being of their animals and their communities, and to those who will rely on us to identify innovations and breakthroughs that will help us flourish as mutating pathogens and a changing environment swirl around us. We have a very bright future, and I am pleased to share our plans for how we will focus our time, efforts, and resources in the coming years.

We also realize that the coming years will include unforeseen challenges; thus, we will review and revise this strategic plan as unique opportunities and challenges appear on our horizon. These future revisions will occur as a result of thoughtful but timely deliberation guided by input from many diverse perspectives. With a clear plan of action, a cohesive and diverse leadership team, and a clearly articulated strategy to revise the plan as critical opportunities arise, I am very excited about the impact that this college will have in years to come.

Sincerely,
M. Daniel Givens, Dean

As this strategic plan of our growing college is finalized, we chart a course for continued improvement and sustained impact. This collective work to plan our future course has been ongoing for many months. I have worked closely with Interim Dean Greg Daniel to understand and thoughtfully consider input from the many individuals involved in this planning process. Thanks to the input of many students, staff, faculty, alumni, referring veterinarians, and college partners, our strategic plan is clearer and more focused.

Our plan for the future is impacted not only by thoughtful efforts during the preceding year, but also by preceding decades of diligent and thoughtful work in this endeavor. As this college will celebrate 40 years of veterinary education this fall, I am reminded of statements by John of Salisbury in the 12th century:

We are like dwarfs sitting on the shoulders of giants. We see more, and things that are more distant, than they did, not because our sight is superior or because we are taller than they, but because they raise us up, and by their great stature add to ours.

After more than a year of preparation, it is gratifying to see the college's next strategic plan.

In creating this plan, we wanted broad-based input from our entire college community to establish common ground on which we could build a future together. We desired to find new ways to improve our internal communications and engagement. Working together to create this strategic plan was an important step toward achieving that goal.

Based on the climate survey and on feedback from various retreats, we knew that better methods of communication and engagement were possible, and we recognized the need for transparency in decision-making processes.

Months before he assumed his role as the college's new dean, Dean Givens began working with us on formulating this strategic plan. I appreciate and value the input and engagement of our faculty, staff, and students in this process. Their ideas, thoughts, and aspirations are captured in our strategic plan.

Not only does the college's strategic plan align with the university's strategic plan, "The Virginia Tech Difference: Advancing Beyond Boundaries," providing great opportunities for interdisciplinary collaboration that combines the college's native strengths with strengths across campus and beyond, our plan is built upon the traditional missions of a land-grant university: research, teaching, and service.

Interim Dean 2017 - 2020 **GREGORY B. DANIEL**

The college's plan features an expanded scope that highlights strategic pillars on improving wellness, well-being, and sense of community within our college—i.e., taking care of our college community—and advancing One Health initiatives to improve the health and well-being of animals, people, the environment, and communities, including marginalized, underserved groups—i.e., taking care of other communities.

In addition, the college's strategic plan incorporates the ideas and goals found in its Diversity Action Plan. The college has always focused on academic excellence and excelled in many research areas, but there are additional opportunities for the college to expand its sphere of influence and impact by embracing a One Health perspective.

We are currently in the midst of a global pandemic that affects our day-to-day lives, but I am optimistic that the college is poised to surge forward to achieve the goals outlined in this strategic plan. I want to thank all members of the college community for their contributions to this strategic plan and for the hard work and dedication they bring with them to the college every day.

Sincerely,
Gregory B. Daniel, Interim Dean, 2017-2020



DEPARTMENTS AND PROGRAMS

Established in 1978, the Virginia-Maryland College of Veterinary Medicine is focused on the development and delivery of a One Health education, integrating multidisciplinary research and educational opportunities that provide healthcare solutions for animals, people, and communities

DEPARTMENTS



SMALL ANIMAL CLINICAL SCIENCES

The department provides instruction in all four years of the DVM curriculum, as well as post-DVM training of interns, residents, and graduate students; clinical instruction and service through delivery of patient care, emergency medical services, and referral and consultative activities; and creative scholarship in clinical and translational research that seeks to advance animal and human health.



POPULATION HEALTH SCIENCES

The department provides instruction in undergraduate and graduate programs in public health, as well as mentorship for M.S. and Ph.D. students involved in public health research, and engages in interdisciplinary, collaborative public health practice and research activities that aim to improve community and animal health.



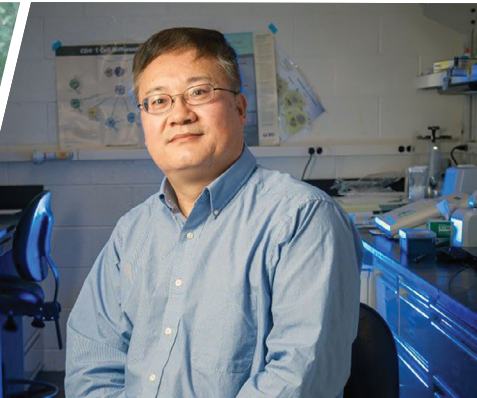
LARGE ANIMAL CLINICAL SCIENCES

The department provides instruction in the DVM curriculum and post-DVM training of interns, residents, and graduate students; clinical instruction and delivery of patient care, emergency medical services, ambulatory and Virginia Cooperative Extension services, and referral and consultative activities; and creative scholarship in clinical and translational research.



BIOMEDICAL SCIENCES AND PATHOBIOLOGY

The department delivers strong programs in infectious diseases and immunology, significantly contributing to the areas of cell and tissue form and function, pharmacology and toxicology, anatomic pathology, and clinical pathology. Departmental faculty provide instruction in the DVM, Biomedical and Veterinary Sciences, and Public Health programs.



VETERINARY MEDICINE AT UMD

The Department of Veterinary Medicine at the University of Maryland (UMD), College Park, engages in research in virology, immunology, epidemiology, and bacteriology and provides graduate education through the University of Maryland Graduate School. The department also offers DVM admissions counseling for Maryland-area residents.

PROGRAMS



DOCTOR OF VETERINARY MEDICINE

This four-year professional program leading to the Doctor of Veterinary Medicine degree features a curriculum that combines basic and applied sciences through integrated courses based on function, emphasizes team-based learning, and offers early entry to clinics.



BIOMEDICAL AND VETERINARY SCIENCES

The M.S. and Ph.D. curricula offered within a single, multidisciplinary Biomedical and Veterinary Sciences graduate program prepare students to be scholars and researchers who will advance veterinary and biomedical knowledge that benefits animal and human health.



PUBLIC HEALTH

Focused on signature research and practice areas in One Health and rural and Appalachian health, the Public Health Program offers both undergraduate and graduate degrees in public health, delivered in partnership with the Virginia Tech Carilion School of Medicine.



DUAL DEGREE PROGRAMS

Dual degree programs, including DVM/Ph.D., DVM/MPH, and M.D./MPH, provide multidisciplinary training and skills, and opportunities to work at the interface of human and animal health in academic, government, or corporate careers.

WHAT WE STAND FOR

OUR VISION

Our vision for this college is to be international leaders in veterinary medicine, biomedical sciences, and public health rooted in service, fueled by a passion to improve health, and focused on innovation and education.

OUR MISSION

The mission of this college is to protect and enhance animal, human, and environmental health and welfare through:

- › The education of a diverse population of professional, post-graduate, and undergraduate students in preparation for careers in the broad areas of veterinary medicine, biomedical sciences, and public health;
- › The creation, dissemination, and application of new medical and public health knowledge via discovery, publication, education, and engagement;
- › Provision of excellent and compassionate clinical service to animals, animal owners, and producers in Virginia, Maryland, and the surrounding region.

OUR CORE VALUES

- › Education is at the core of our mission. We will create and maintain an environment that allows all members to learn and grow to their full potential.
- › Human resources are our greatest strength. We promote personal and professional development through a culture that recognizes and rewards contributions and achievements.
- › We respect and esteem the human/animal bond and the dignity of all animals and people. We offer preventive, diagnostic, and therapeutic services within a compassionate environment.
- › We seek to relieve suffering and promote the well-being of both animals and people through the responsible conduct of clinical, biomedical, and public health research.
- › We are an organization that operates with public funds to serve the public good. We will prudently and responsibly steward our human, fiscal, and natural resources.
- › We adhere to the principles of trust, respect, and courtesy in all things.



ALIGNING THE PLAN

This Virginia-Maryland College of Veterinary Medicine strategic plan has been developed in alignment with the university's long-term Beyond Boundaries future and the university strategic plan (The Virginia Tech Difference: Advancing Beyond Boundaries), including its four strategic priorities:

- › Advance Regional, National, and Global Impact
- › Elevate the *Ut Prosim* (That I May Serve) Difference
- › Be a Destination for Talent
- › Ensure Institutional Excellence

OUR VISION FOR THE FUTURE

Virginia-Maryland College of Veterinary Medicine vigorously affirms and seeks to embody the Virginia Tech Principles of Community. We commit ourselves individually and collectively to *Ut Prosim* (That I May Serve) in the spirit of community, diversity, and excellence and share in the pursuit of InclusiveVT's four institutional goals:

- › Institutionalizing structures to promote a sustainable transformation
- › Increasing faculty, staff, and student diversity
- › Ensuring a welcoming, affirming, safe, and accessible campus climate
- › Advancing the research, teaching, and service missions through inclusive excellence

Virginia-Maryland College of Veterinary Medicine pursues goals outlined in our college's 2020-2021 Diversity Action Plan. This plan provides a roadmap for our college's specific efforts to

- › formulate and implement strategies for increasing diversity and cultural competence in the college;
- › increase awareness of economic and social diversity already present among faculty, staff, and students of the college which will help address critical societal issues concerning health care disparities and affordability; and
- › improve the climate in the college with respect to inclusion of diversity and multiculturalism. ■

In this strategic plan, we detail five strategic pillars that collectively define and focus our path forward as we aggressively pursue excellence in achieving the mission of this college.

The Virginia-Maryland College of Veterinary Medicine will

- › improve wellness, well-being, and sense of community within the college;
- › enhance and optimize our educational programs;
- › promote discovery, scholarship, and application across all departments and among all faculty;
- › provide impactful clinical services with compassion and care for our patients, their owners, and referring veterinarians; and
- › advance One Health initiatives to improve the health and well-being of animals, people, the environment, and communities, including marginalized, underserved groups

As detailed in the following pages, each of the five strategic pillars is associated with three to five goals and numerous defined correlating milestones. The goals and specific milestones or similar types of activities will be pursued between 2020-2026, the years encompassed by this strategic plan, to advance the college. ■





A LIVING DOCUMENT

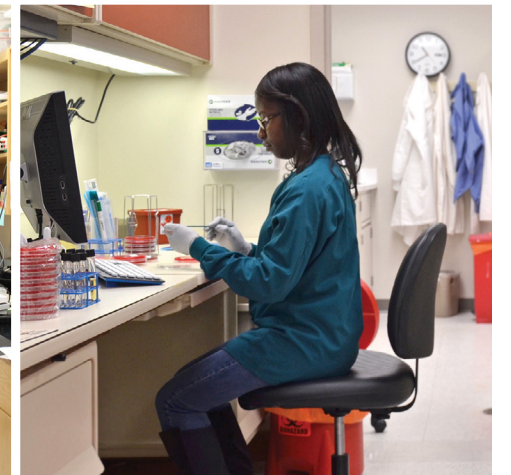
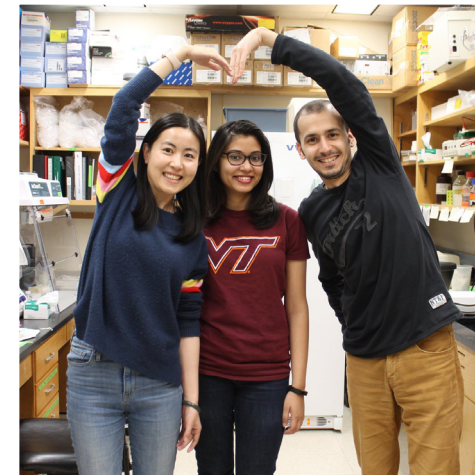
This strategic plan is the result of a year-long effort during which information, opinions, ideas, and data were collected from all stakeholders, including faculty and staff; undergraduate, professional, and graduate students; alumni; and external partners. An analysis of the college's strengths, weaknesses, opportunities, and threats provided a strong foundation for planning efforts.

As the COVID-19 pandemic has recently demonstrated, the rapidly changing landscapes of higher education, veterinary medicine, biomedical sciences, and public health can gradually undermine a static strategic plan over a five-year timeframe. Therefore, this strategic plan is intended to be a living document, evolving, adapting, and improving as the college makes progress toward its goals and providing flexibility to seize opportunities as they arise.

Implementation of the plan will include a continuous planning process in alignment with the university's Beyond Boundaries vision that annually assesses progress toward milestones, reviews priorities, and, where warranted, revises and realigns goals and activities. Execution of these activities may include ad-hoc task forces that can nimbly analyze issues of immediate priority and make recommendations. Task forces will be broadly representative and conduct their reports in an open and transparent fashion. ■



OUR
PEOPLE
OUR
PRIDE



Recognizing that human resources are our greatest strength, we value the unwavering commitment of our students, faculty, staff, alumni, donors, partners, and friends as we strive to be international leaders in veterinary medicine, biomedical sciences, and public health, protecting and enhancing animal, human, and environmental health and welfare.



*POSITIONING A
VETERINARY COLLEGE IN A
COMPREHENSIVE, GLOBAL
RESEARCH UNIVERSITY*



**OUR
STRATEGIC
PILLARS**

IMPROVE WELLNESS, WELL-BEING, AND SENSE OF COMMUNITY WITHIN THE COLLEGE

GOAL 1

Improve work-life balance and college climate by providing adequate staffing; ensure a culture of support, inclusion, and sense of community across all programs and departments; increase collaboration and mentorship; and update policies for improved consistency, transparency, and efficiency

GOAL 1 MILESTONES

- › Increase recruitment, retention, and professional development for faculty and staff by:
 - › implementing a new onboarding program
 - › refining mentorship programs
 - › pursuing new paths for career progression and advancement
 - › ensuring competitive compensation
 - › exploring flexible work schedules and options for telework
- › Expand cross-college events to increase community and collaboration across departments
- › Increase transparency in college decision-making

GOAL 2

Elevate the people, work, and discoveries of all departments through internal and external communications to increase awareness and impact of the college across teaching, research, and service

GOAL 2 MILESTONES

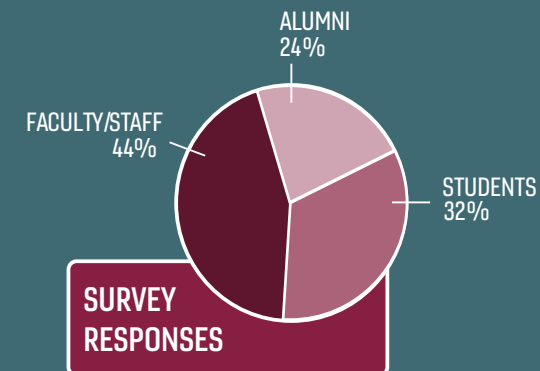
- › Increase clarity of pathway, ease of entry, and speed of impact for faculty, staff, and student input into internal and external communications selected for dissemination
- › Improve communication throughout the college including communication between departments, programs, faculty, staff, students, interns, and residents
- › Cultivate internal communications and community through additional gathering spaces and offering collective wellness practices
- › Continue to expand the impact of external communications through development and delivery of selected content
- › Expand outreach and engagement including virtual and in-person opportunities with prospective students, alumni, referral communities, grateful clients, and state and national veterinary associations



FOLLOWING FEEDBACK

Community engagement and feedback were essential to the development of the Virginia-Maryland College of Veterinary Medicine's strategic plan.

Community input informed the various forms of feedback sessions and the content of the strategic plan.



2 SEMESTERS OF FEEDBACK

FEEDBACK OPPORTUNITIES

- DEPARTMENT DISCUSSIONS
- TOWN HALLS
- SURVEYS
- DONUTS WITH THE INTERIM DEAN

IMPROVE WELLNESS, WELL-BEING, AND SENSE OF COMMUNITY WITHIN THE COLLEGE

GOAL 3

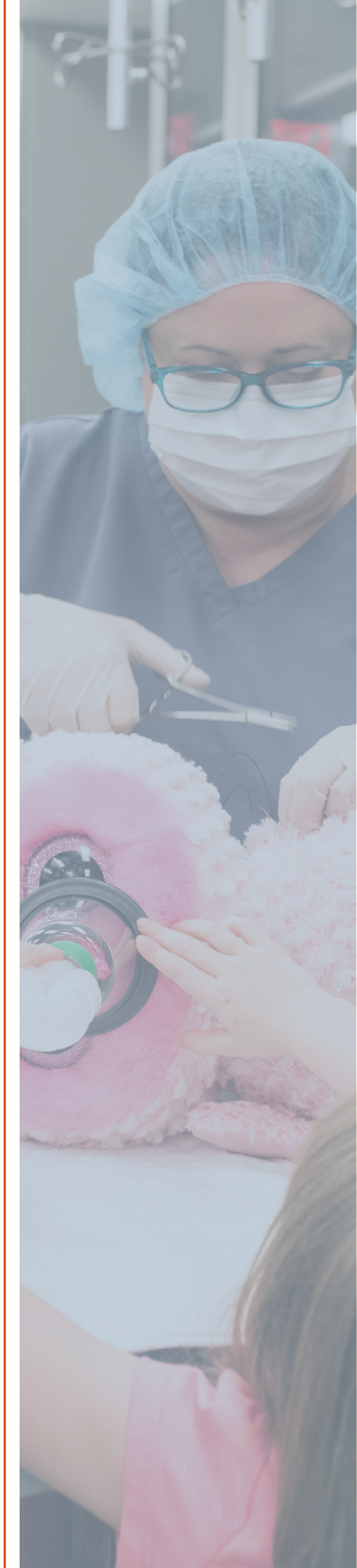
Continue to grow and sustain a thriving, diverse, and inclusive College of Veterinary Medicine community in alignment with InclusiveVT, the Principles of Community, and the college's 2020-2021 Diversity Action Plan (DAP) and informed by college climate survey results

GOAL 3 MILESTONES

- › Attract, retain, and graduate a diverse cohort of students across all college programs (DAP-D, F, G) through:
 - › Maintaining and increasing efforts to provide exposure to and recruitment of students from underrepresented minority (URM) groups
 - › Sustaining and increasing efforts to connect interested URM students with accessible opportunities to gain experience in veterinary medicine, biomedical sciences, and public health
 - › Ensuring holistic, inclusive, and comprehensive admission processes
 - › Increasing scholarship funds to defray educational costs of URM students



- › Attract, retain, and develop the talents of diverse faculty and staff (DAP-B) through:
 - › Ensuring that Virginia Tech Principles of Community are highlighted as part of new position descriptions
 - › Including a request for a paragraph in each letter of application for a faculty position reflecting how the applicant relates to the *Ut Prosim* (That I May Serve) Difference and the Virginia Tech Principles of Community. This reflection will be included in a holistic evaluation of a candidate's suitability for the position.
- › Increase the number of employees trained as Search Advocates and ensure their participation on college search committees to help aid faculty and staff recruitment through inclusive approaches (DAP-B.3)
- › Hire a Director of Diversity and Inclusion with membership on the college Executive Board to coordinate advancement of the college's diversity goals (DAP-A)
- › Expand the number of college trainings, workshops, and educational opportunities (includes education on race and reducing microaggressions) based on college climate survey results (DAP-C)



ENHANCE AND OPTIMIZE OUR EDUCATIONAL PROGRAMS

GOAL 1

Continue to refine the DVM program by identifying and addressing gaps and enhancing broad career readiness of our graduates through a comprehensive program of student assessment

GOAL 1 MILESTONES

- › Maintain North American Veterinary Licensing Examination (NAVLE) performance that exceeds the national average
- › Continue development of a comprehensive, longitudinal program of assessments that focus on evaluating day-one competencies of DVM students
- › Complete a comprehensive evaluation of the DVM curriculum, including identification of overlaps, redundancies, and omissions using a comprehensive and searchable curriculum map
- › Provide experiential learning opportunities to ensure students learn the technical, interpersonal, professional, and intercultural skills needed for career readiness including education on race and reducing microaggressions
- › Develop educational skills of residents and early career faculty to enhance clinical teaching

GOAL 2

Adapt educational programs of the college to facilitate inclusion of our One Health programmatic focus, emphasize our areas of uniqueness and strength, and cultivate collaboration across disciplines including human health and medicine

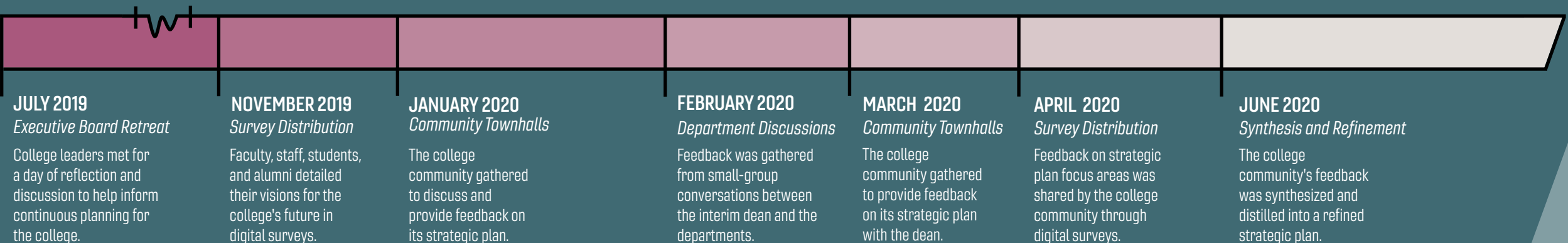
GOAL 2 MILESTONES

- › Create additional opportunities for graduate and professional students to engage in One Health efforts, rural health, and Appalachian health programs that collaboratively improve health for people, animals, and the environment
- › Improve recruitment and transparency of programmatic support for Principal Investigators seeking graduate student support
- › Foster student engagement in communities via Virginia Cooperative Extension, community-based research, and outreach
- › Cultivate collaboration across disciplines via the Center for Public Health Practice and Research and the New River Academic Health Department to support local community organizations working to improve public health and advance One Health objectives
- › Increase Population Health Sciences program enhancements to best prepare our graduates and enhance their career readiness through comprehensive training and applied coursework



CREATING THE PLAN

Over a year period, faculty, staff, students, and alumni shared visions and feedback for a community-informed strategic plan.



ENHANCE AND OPTIMIZE OUR EDUCATIONAL PROGRAMS

GOAL 3

Grow a vibrant, inclusive, accredited undergraduate program in public health that is integrated within the college

GOAL 3 MILESTONES

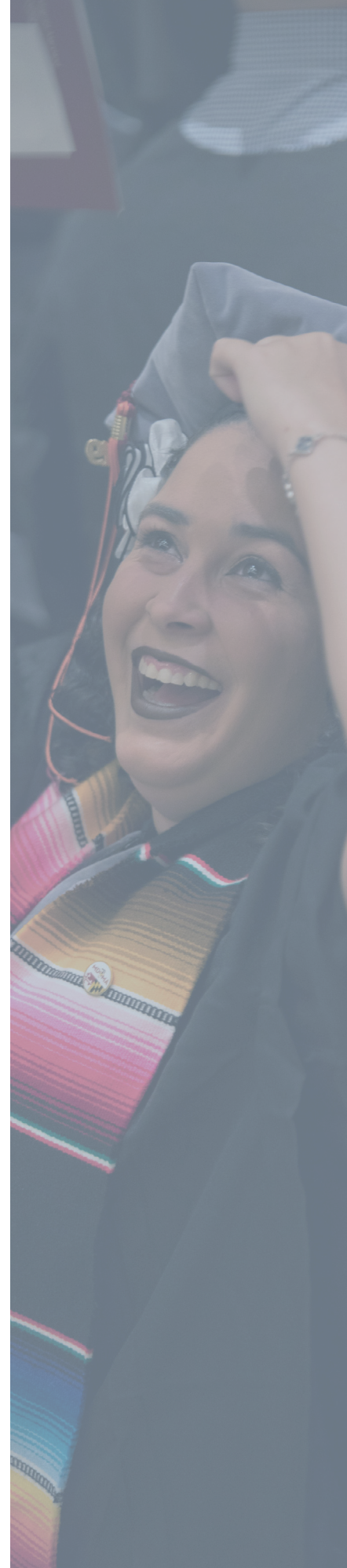
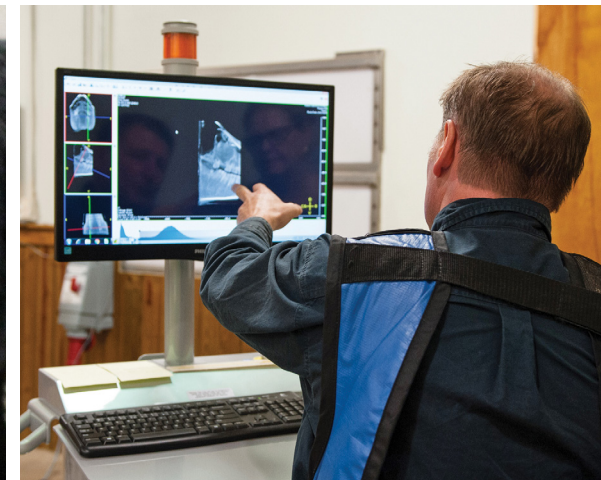
- › Increase undergraduate student enrollment, retention, and graduation
- › Grow undergraduate research, practice, and internship experiences, including collaborations with non-veterinary departments, as part of experiential learning opportunities

GOAL 4

Advance and continually evaluate the effectiveness of accessible e-learning approaches and technologies to supplement and integrate with hands-on learning, enhance student learning, and optimize time utilization for faculty, staff, and students

GOAL 4 MILESTONES

- › Develop effective, accessible virtual classroom techniques and technologies to ensure a consistently positive student experience while enhancing utilization of in-person small group discussion
- › Facilitate and protect time for faculty and staff to develop and refine teaching materials
- › Create opportunities for faculty, staff, and students to engage with new, emerging, and/or potential technologies and to provide input on technology selection
- › Explore resources to support public, corporate, and non-traditional veterinary medicine programs



PROMOTE DISCOVERY, SCHOLARSHIP, AND APPLICATION ACROSS ALL DEPARTMENTS AND AMONG ALL FACULTY

GOAL 1

Increase extramural funding for biomedical, public health, clinical veterinary medical, and translational research

GOAL 1 MILESTONES

- › Increase major grant funding initiatives including training, center grants, and program grants that differentiate the college from others
- › Increase endowed professorships to recruit and retain high-performing, research-intensive faculty to grow college research programs
- › Enhance ongoing support of grant writing and submission and expand support for newer researchers to help with obtaining external grant funding
- › Develop a process for established and promising researchers to access bridge research support

GOAL 2

Strengthen research infrastructure within the Blacksburg Campus, Marion duPont Scott Equine Medical Center, Animal Cancer Care and Research Center, and Avrum Gudelsky Veterinary Center

GOAL 2 MILESTONES

- › Create and develop policies for dedicated multi-user laboratories that will provide space, equipment, and technical support for faculty and increase access for all faculty across all levels and research appointments
- › Increase mentorship in clinical research including non-Ph.D. professors and clinical instructors
- › Prioritize development efforts to grow the number of endowments and to support graduate and undergraduate student research
- › Ensure internal grant funding opportunities to support early career faculty



MARION DUPONT SCOTT EQUINE MEDICAL CENTER

CENTER AT A GLANCE

- › Located in Leesburg, Virginia
- › Established in 1984
- › Treats all ages and breeds of horses
- › More than 2,500 patients treated annually

ABOUT THE MARION DUPONT SCOTT EQUINE MEDICAL CENTER

The Marion duPont Scott Equine Medical Center offers advanced specialty care, 24-hour emergency treatment, and diagnostic services. The center's team of equine specialists in internal medicine, reproduction, sports medicine and rehabilitation, and surgery is committed to providing exceptional treatment for patients; superior service to clients; education for referring veterinarians, future veterinarians, and clients; and cutting-edge research to the equine industry.

PROMOTE DISCOVERY, SCHOLARSHIP, AND APPLICATION ACROSS ALL DEPARTMENTS AND AMONG ALL FACULTY

GOAL 3

Grow and enhance partnerships to promote transdisciplinary research

GOAL 3 MILESTONES

- › Grow, support, and promote collaborations and transdisciplinary partnerships in alignment with Virginia Tech and college research initiatives
- › Provide seed funding for innovative, transdisciplinary research between and among college faculty
- › Include and collaborate with diverse, underserved groups and individuals to strengthen transdisciplinary research, inclusion, and diversity
- › Increase and expand processes to protect research time while preserving support for clinic and curriculum needs



GOAL 4

Ensure increased transparency of funding, funded projects, and outcomes internally and externally

GOAL 4 MILESTONES

- › Develop and implement processes to increase transparency and streamline internal measurement of funding, funded projects, and outcomes without increasing administrative tasks for faculty
- › Expand annual goal-setting and quarterly accountability through internal reporting of research funding updates to all faculty
- › Streamline reporting process for external funding, internal funding, and administrative reporting



PROVIDE IMPACTFUL CLINICAL SERVICES WITH COMPASSION AND CARE FOR OUR PATIENTS, THEIR OWNERS, AND REFERRING VETERINARIANS

GOAL 1

Expand and maintain modern, practical, and efficiently designed infrastructure to support clinical services and research, fulfill client needs and patient comfort and care, and provide outstanding experiential learning opportunities for DVM students throughout our service units including the Veterinary Teaching Hospital, Virginia Tech Animal Laboratory Services (ViTALS), Marion duPont Scott Equine Medical Center, and Animal Cancer Care and Research Center

GOAL 1 MILESTONES

- › Expand the Veterinary Teaching Hospital to include dedicated spaces for teaching and client services
- › Develop and promote entrepreneurial ideas, like telemedicine, to advance student learning and client services in a changing environment
- › Expand the grateful client program to support development of physical spaces and equipment
- › Enhance collaborations with the Virginia Department of Agriculture and Consumer Services

GOAL 2

Adopt organizational reporting and communications practices that encourage greater information-sharing and distributed, departmental and faculty ownership for organizational execution

GOAL 2 MILESTONES

- › Develop clear, standard hospital operational procedures for clinical service and case management
- › Development key performance indicators (KPIs) for clinical services with open reporting of results
- › Expand internal reporting and updates throughout the college without increasing administrative tasks for clinicians
- › Refine and expand timely and effective communications with referring veterinarians and regional primary care veterinarians



VETERINARY TEACHING HOSPITAL

The college's Veterinary Teaching Hospital in Blacksburg, Virginia, provides:

- › Small Animal Services
- › Large Animal In-hospital and Ambulatory Services
- › ViTALS: Diagnostic Laboratory Services
- › Veterinary Social Work

Small and Large Animal Services

- › Anesthesia
- › Cardiology
- › Dermatology
- › Diagnostic Imaging
- › Equine and Farm Animal Field Services
- › Internal Medicine
- › Neurology
- › Nutrition
- › Ophthalmology
- › Podiatry
- › Physical Rehabilitation
- › Reproduction
- › Small Animal Community Practice
- › Surgery

PROVIDE IMPACTFUL CLINICAL SERVICES WITH COMPASSION AND CARE FOR OUR PATIENTS, THEIR OWNERS, AND REFERRING VETERINARIANS

GOAL 3

Develop and launch additional processes to support clinical services, teaching, and clinical research

GOAL 3 MILESTONES

- › Develop mechanisms to increase and encourage clinical research, including approaches to protect clinical faculty research time while preserving support for clinic and curriculum needs
- › Involve residents who have developed educational and clinical competence in appropriate clinical teaching
- › Create a standardized set of clerkship guidelines in consideration of the SAVMA Duty Hours Guidelines for DVM Students
- › Improve college climate and sense of inclusion for all, including comprehensive understanding of faculty and staff environmental needs, to help increase retention



GOAL 4

Create and implement service strategic goals for the Veterinary Teaching Hospital, Marion duPont Scott Equine Medical Center, and Animal Cancer Care and Research Center, created and guided by each unit and service in alignment with the college's strategic plan, InclusiveVT, the Principles of Community, the college's Diversity Action Plan, and college climate survey results

GOAL 4 MILESTONES

- › Define, implement, and measure impact of unit-level income and expense reports including recognition of available personnel, staff, and resources
- › Complete service unit-level strategic plans by May 2021
- › Develop and launch an adaptive, inclusive process for continuous strategic planning including prioritization, goal development, annual measurement, review, reporting, and renewal



ADVANCE ONE HEALTH INITIATIVES TO IMPROVE THE HEALTH AND WELL-BEING OF ANIMALS, PEOPLE, THE ENVIRONMENT, AND COMMUNITIES INCLUDING MARGINALIZED, UNDERSERVED GROUPS

GOAL 1

Increase and enhance agriculture and Virginia Cooperative Extension efforts to support outreach to and engagement of local communities and address health inequalities and environmental challenges

GOAL 1 MILESTONES

- › Develop and enhance programs in rural health, telemedicine, zoonotic disease recognition and prevention, and disease surveillance as part of One Health
- › Revisit, analyze, and determine feasibility of the Center for Beef Cow Calf Excellence
- › Ensure participation, collaboration, alignment, and reporting of efforts to support local communities in rural Virginia, with particular attention to including marginalized and underserved groups
- › Increase understanding of the barriers for participation and how to reach out to, communicate with and serve marginalized, underserved groups in order to improve well-being for all of our constituents

GOAL 2

Increase and enhance public health opportunities with the Veterinary Teaching Hospital, Virginia Tech Animal Laboratory Services, Marion duPont Scott Equine Medical Center, Animal Cancer Care and Research Center, and Gudelsky Veterinary Center at the University of Maryland campus

GOAL 2 MILESTONES

- › Promote and support collaborations with partners in human medicine and research that are incorporated as part of One Health efforts
- › Promote and support collaborations with partners in environmental health and research
- › Incorporate and launch opportunities to educate about relevant human health topics as part of animal patient health visits
- › Expand services and increase research to support additional aspects of human, animal, and community well-being including fish health, rural health, and expanding equine health research



VETERINARY EXTENSION SERVICES

ABOUT EXTENSION SERVICES

Working through the Virginia Cooperative Extension, Virginia-Maryland College of Veterinary Medicine's Extension activities fulfill Virginia Tech's land-grant mission by interpreting knowledge and research developed by Virginia Tech and other land-grant universities to deliver science-based veterinary health information to interested parties in the region who strive to maintain the health and productivity of their horses and farm animals.

PRODUCTION MANAGEMENT MEDICINE

Production Management Medicine provides on-farm primary and emergency patient care and preventive health care programs to animals within a 35-mile practice area of Blacksburg, Virginia.

Production Management Medicine provides on-farm consultation to veterinarians outside the 35-mile radius.

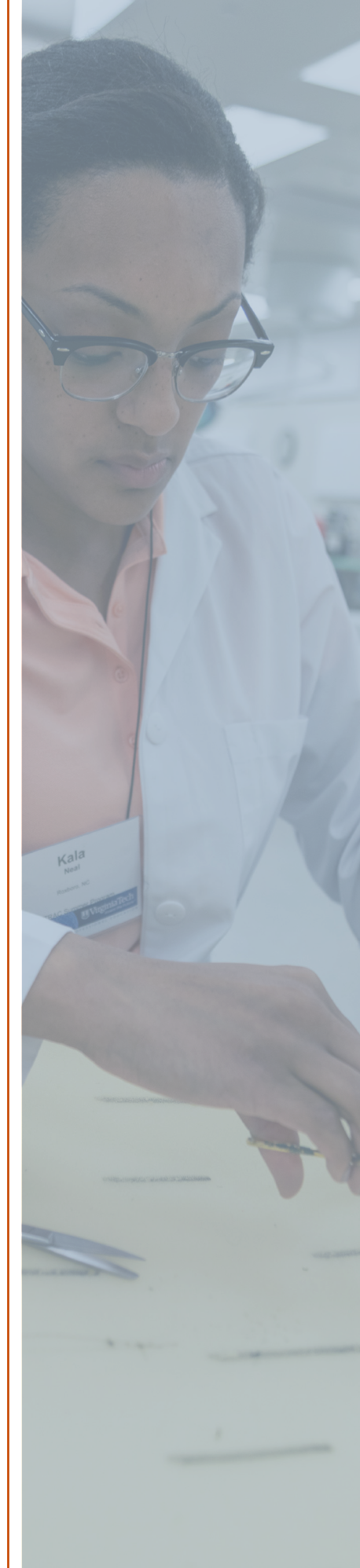
ADVANCE ONE HEALTH INITIATIVES TO IMPROVE THE HEALTH AND WELL-BEING OF ANIMALS, PEOPLE, THE ENVIRONMENT, AND COMMUNITIES INCLUDING MARGINALIZED, UNDERSERVED GROUPS

GOAL 3

Expand and enhance local shelter medicine program to support human and animal well-being

GOAL 3 MILESTONES

- › Increase services for shelters and shelter animals in the local and regional area
- › Develop opportunities to serve local shelters on a continual basis
- › Establish a clear process to continually evaluate, refine, and revise collaborations with shelters
- › Maintain, develop, and enhance training opportunities beyond surgical competence for veterinarians who wish to serve as shelter veterinarians, such as forensic medicine, population health, and shelter management



GOAL 4

Increase collaboration, training, and programs to support public health and corporate partners

GOAL 4 MILESTONES

- › Increase support and offerings through the Center for Public and Corporate Veterinary Medicine and Center for One Health Research
- › Explore offering additional lifelong learning opportunities, certificates, career development opportunities, and workforce development offerings by developing a National Center of Excellence for Public and Corporate Veterinary Medicine
- › Increase collaboration with schools and community colleges that have high populations of underserved students
- › Increase collaboration, training, and programs to further develop public health and corporate partnerships and opportunities
- › Engage graduates who are leading and contributing to public and corporate veterinary medicine

OUR LOCATIONS



BLACKSBURG, VA

The college's Blacksburg location on the Virginia Tech campus houses the majority of its educational and research spaces, along with the Veterinary Teaching Hospital, which provides medical care and large animal ambulatory field services to animals residing in the Blacksburg area and referred by practitioners in the region.



ROANOKE, VA

The Animal Cancer Care and Research Center, located at the Virginia Tech Carilion Health Sciences and Technology campus in Roanoke, Virginia, offers comprehensive, integrated services, including medical, surgical, and radiation oncology, for dogs and cats, and conducts clinical research that seeks to advance cancer treatment in pets and people alike.



LEESBURG, VA

The Marion duPont Scott Equine Medical Center, a full-service equine hospital located in Leesburg, Virginia, at Morven Park, offers advanced specialty care, 24-hour emergency treatment, and diagnostic services; education for referring veterinarians, future veterinarians, and clients; and cutting-edge research to the equine industry.



COLLEGE PARK, MD

The Maryland campus of VA-MD Vet Med, housed in the Avrum Gudelsky Veterinary Center on the University of Maryland's College Park campus, contributes to the college's research and education missions through discoveries in the areas of virology, immunology, epidemiology, and bacteriology, and graduate education through the University of Maryland Graduate School.

EQUINE MEDICAL CENTER'S COMMITMENT TO ENHANCED FACILITIES

Equine athletes of all kinds—from racehorses to hunters to family companions—in the mid-Atlantic region benefit from continued enhancement of the college's Marion duPont Scott Equine Medical Center (EMC), located in the heart of Virginia horse country.

In 2014, the center launched a strategic initiative to provide comprehensive sports medicine services that included expanded farrier services, facility renovations, and specialized equipment purchases. Plans for the construction of an indoor arena with three different surfaces to allow equine athletes to be evaluated in-hand or under saddle in a controlled environment were also included.

The initiative outlined the recently renovated Youngkin Equine Soundness Clinic, as well as an updated farrier shop, both now receiving patients. The 2018 renovation of the formerly open-air Fout barn into a state-of-the-art sports medicine facility, made possible by a generous gift from Suzanne and Glenn Youngkin of Great Falls, Virginia, expanded the center's capacity to provide cutting-edge diagnostics

and treatment for lameness and other conditions that keep equine athletes from performing at optimal potential. There, specialists employ an integrated approach to patient soundness, blending traditional medicine with complementary modalities, such as acupuncture and chiropractic care.

In summer 2020, the EMC was able to move forward with planning for construction of the final phase of the sports medicine initiative: the Stephen and Jane Hale Indoor Arena, made possible by Amy and Frank Batten, who furnished half the initially quoted cost, followed by a number of donations, including a generous matching gift from the Hales.

A subsequent gift from the Battens closed a significant funding gap created by site preparation challenges, as well as increased construction costs in the wake of the COVID-19 pandemic. Marking the final component of EMC's "New Horizon" operational plan, the new facility is "a springboard for continued progress" as the center implements its new strategic plan, according to Michael Erskine (DVM '88), the center's director and Jean Ellen Shehan Professor.

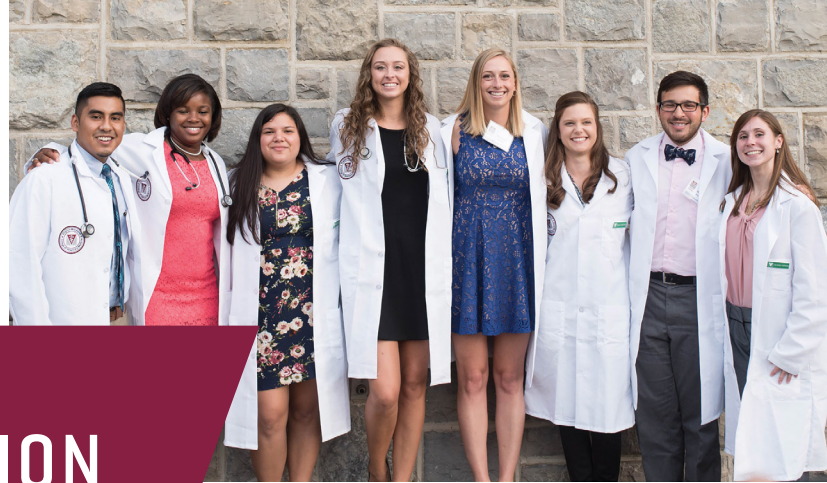


Upon completion of the indoor arena, which will aid lameness evaluations by allowing specialists to observe horses exercising on various surfaces, the facilities will sit adjacent to one another, connected by a breezeway. From a broader perspective, the interconnected facilities support a multidisciplinary approach, allowing horses to be evaluated by different specialists, all at the same site.

Demonstrating the power of philanthropic partnerships to enhance the EMC's ability to treat sport horses, the success of this initiative will enable the center to further develop this important service that includes complex lameness diagnosis, advanced imaging, non-surgical and surgical treatments, rehabilitation, and development of best practices for athletic wellness in collaboration with owners, referring veterinarians, trainers, farriers, and other health professionals. ■

Architectural renderings of the exterior of the Stephen and Jane Hale Indoor Arena, furnished by Blackburn Architects, P.C.

THE COLLEGE TAKES ACTION TO PROMOTE DIVERSITY AND INCLUSION



The Virginia-Maryland College of Veterinary Medicine is committed to its role in promoting diversity and fostering an inclusive environment to encourage learning and growth for every member of our community. This 2020-2026 strategic plan demonstrates our commitment to take the following actions in support of these goals:

- Increasing scholarship funds to defray educational costs of underrepresented minority students;
- Hiring a director of diversity and inclusion to coordinate advancement of the college's diversity goals; and
- Expanding the number of college trainings, workshops, and educational opportunities.

In alignment with these priorities, the college is pleased to announce the creation of its first endowed scholarship for students of an underrepresented population with demonstrated financial need: The Hoban, Lee, and Dance Endowed Scholarship Fund. This scholarship is named in honor of the college's first Black graduates: Lynne Hoban (DVM '86), Margie Lee (DVM '86), and Mario Dance (DVM '90).

Lynne Hoban owns and operates Friendship Pet Hospital in Fountain Hills, Arizona. When she first arrived in Blacksburg after graduating from Cornell University, the college's large animal building and other structures were not yet built, so classes were held in trailers. Today, Hoban looks forward to returning to campus to experience the new and innovative facilities used by current students. Despite studying at a brand-new veterinary college, Hoban believes that her education was top-notch, well preparing her for a successful career in five states, including a fellowship at the Naval Medical Research Institute.

Margie Lee, a professor at the University of Georgia College of Veterinary Medicine for more than 25 years, now serves as department head and professor in the Department of Biomedical Sciences and Pathobiology here at the college. Lee, who earned a B.S. in biology at Virginia Tech before completing a DVM at the college, went on to earn an M.S. and a Ph.D. in medical microbiology at the University of Georgia. Lee is proud to be part of the first endowed scholarship specifically supporting underrepresented students, which demonstrates the college's commitment to inclusion and diversity.

Mario Dance, a clinical research veterinarian in the department overseeing animal care at Virginia Commonwealth University, will retire from that role in December 2020. For two decades, Dance has also served as a consultant veterinarian providing animal care and research guidance for several other research institutions, including the Veteran's Administration, Virginia State University, Randolph-Macon College, and the University of Richmond. Following retirement, he will continue in that role as he shifts into full-time ministry with his church. After earning an undergraduate degree at Virginia Tech, Dance used a loan package to overcome the financial barrier of a veterinary education, and he believes that having had access to a scholarship such as this would have made a significant difference.

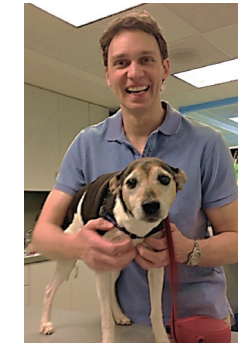
The college is mindful that this endowed scholarship is one small step in supporting our Principles of Community: "We take individual and collective responsibility for helping to eliminate bias and discrimination and for increasing our own understanding of these issues through education, training, and interaction with others." ■

COMMUNITY FUNDRAISING CAMPAIGNS

While there are many ways that alumni, donors, clients, and friends support the Virginia-Maryland College of Veterinary Medicine, one of the most inspirational is the use of crowdfunding or broad community engagement to achieve exceptional results. Here are just a few examples of the community coming together to make a difference.

TACKLING THE VETERINARY COMMUNITY'S BIGGEST ISSUES

Partnering with the college, the Virginia Veterinary Medical Association initiated a campaign to create an endowed scholarship honoring the memory of a beloved and respected member of the community, Keith de la Cruz.



This scholarship seeks to ease the overwhelming debt many veterinarians face as they begin their careers, one of many challenges that affect well-being. Scholarships are an integral tool in the college's efforts to promote well-being as future veterinarians are prepared for the strains of the profession.

This campaign, which is nearly halfway to its goal after just a few months, demonstrates the college's commitment to addressing these important issues within the veterinary community. ■



HONORING A PUBLIC HEALTH CHAMPION

A Blacksburg native, Susan West Marmagas joined the Virginia Tech faculty in 2008, and played a significant role in establishing the university's Public Health Program and the Center for Public Health Practice and Research.

To honor Professor Marmagas' influence and impact on her students, the community, and the public health field, her colleagues created the Susan West Marmagas Public Health Scholarship in her memory.

This scholarship supports public health students from Appalachia who are committed to improving health in rural Appalachian communities and embody Professor Marmagas' mantra: "Start where the community is." ■

WHOLE-HEARTED HELP FOR CAVALIER KING CHARLES SPANIELS

The college's Cardiology Service is tackling one of veterinary medicine's biggest canine conundrums: Why do Cavalier King Charles spaniels get valvular heart disease at an earlier age than other breeds?

Launched in the summer of 2019, this study aims to find ways to predict early onset of the disease by mapping the hearts of Cavaliers using specialized software and 3-D echocardiograms. Enrolled dogs are then monitored over the next several years to examine how changes in their mitral valve impacts their long-term health outcomes.

Our community demonstrated its investment in this study by surpassing the initial startup funding goal, a commitment that ensures a better future for not only Cavaliers, but all dogs suffering from cardiac disease. ■





TRANSFORMATIVE GIFT ADVANCES COLLEGE RESEARCH

Inspired through the years by the love of their dogs—from small toy breeds to large working dogs—one couple decided to make a difference in the lives of dogs and cats across the region: by supporting research at the Virginia-Maryland College of Veterinary Medicine with a deferred \$10 million gift.

Although the gift will remain anonymous at this time, its incredible generosity and transformative nature are acknowledged, and the college celebrates these donors who have placed their trust in its research, both now and in the future.

Of particular significance is that the couple's animals had never received treatment at the Veterinary Teaching Hospital. Instead, conversations with their local veterinarian, who spoke of the college and its leading-edge care and top-notch veterinary training, inspired the couple to reach out for further information.

Once they had become members of the veterinary college family, the couple decided to create an endowed fund to support research benefiting dogs and cats. For many years now, the fund has made a

difference in the lives of beloved companion animals.

The couple then elected to grow the endowment through an estate gift, the size of which was not revealed until fall 2019, timing that perfectly aligned with the launch of Boundless Impact: The Campaign for Virginia Tech—and the veterinary college's far-reaching goals.

As part of its strategic aspirations for the next five to 10 years, the college plans to grow its research programs, including clinical research trials that offer innovative treatment options for pets. This couple's generosity well positions the college to enhance its clinical trials program in the coming years, creating expanded opportunities for many more dogs and cats to benefit from groundbreaking research.

Besides supporting research, this \$10 million gift not only will enable the college to recruit world-class researchers, but also will inspire other animal lovers to give generously in support of the college's pioneering work that improves the lives of animals and the people who love them. ■

In order to maintain the remarkable trajectory of the Virginia-Maryland College of Veterinary Medicine, it is imperative that we do not accept the status quo. With that goal firmly set, the college is focused on expanding the Small Animal Veterinary Teaching Hospital and attracting world-class faculty and researchers.

THE FUTURE OF THE SMALL ANIMAL VETERINARY TEACHING HOSPITAL

Completed in 1987, the Small Animal Teaching Hospital was designed to accommodate the clinical services and student class sizes in existence at that time. Because of the college's incredibly successful students, skilled faculty, and dedicated staff, as well as loyal clients wanting the best care available for their beloved companion animals, our services have grown exponentially over the years.

As we set our vision for the future of the Small Animal Veterinary Teaching Hospital, we are committed to providing leading-edge care and services to our clients, and preparing our students to be proficient and caring veterinarians.

The continued growth of the hospital's caseload and provision of specialty services is essential to our mission as a teaching hospital that educates an exceptional and diverse student body.

In order to accommodate this increased caseload, we aim to expand our footprint to house the additional 11 specialty services added over the past few years and the increase in students from 64 in the college's first class to 120 today. This expansion will enable comprehensive care, enhance the client experience, increase our ability to advance veterinary medicine, and produce accomplished veterinarians.

In light of such goals, we look forward to partnering with our community to make this vision a reality. ■



MOHAMED SELEEM

ENDOWED PROFESSORSHIPS SHAPE THE FUTURE OF THE COLLEGE

With the continued growth of our college's programs, students, and hospitals, the need for world-class faculty members and researchers is essential. Moreover, because attractive positions in veterinary, public health, and biomedical sciences fields are available worldwide, recruiting the best and the brightest has become increasingly challenging.

In order for the college to be an international leader, developing endowed professorships that guarantee continual funding for a crucial position is critical, providing the resources to recruit and retain the best in the field.

This impact is demonstrated through the recent appointment of Mohamed Seleem as the Tyler J. and Frances F. Young Chair in Bacteriology, a professorship named for an alumnus and his wife who endowed the position to recognize the need for funding a priority area of the college.

Recognized globally for his antimicrobial drug discovery research program, Seleem, who arrived at the college with an experienced group of researchers, is an integral addition to our team and will lead the college's efforts in building infectious disease research capacity.

Not only do these endowed professorships provide financial stability and recruitment resources, they have the potential to shape the foundation of the college. The creation of more endowments, which are fueled by a passion to improve research, education, and clinical services and are focused on innovation and education, is integral both to the college's mission and core principles and to advancing the college's vision of being international leaders in veterinary medicine and public health. ■