

Atlantic Veterinary College 2020

Strategic plan Draft

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AVC Strategic Plan Framework (2017-2020)

AVC Strategic Plan Pillars

1. Teaching, Learning, and Student Success
2. Scholarship, Discovery, and Innovation
3. AVC's Vibrant Community
4. Service, Outreach, and Engagement
5. Resource Stewardship and Accountability

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AVC Strategic Plan Framework (2017-2020)

Pillar 1: Teaching, Learning, Student Success

Focus Area

Support the pursuit of teaching excellence at AVC

Key initiatives

- Develop novel initiatives to enable faculty to develop strong pedagogy through mentorship, sharing of best practices, and development opportunities.
- Recognize and develop the contribution of staff in support of the teaching mandate.
- Demonstrate support of AVC's teaching mandate by providing and aligning the human, physical, and technical resources required at a globally competitive veterinary college.

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AVC Strategic Plan Framework (2017-2020)

Pillar 1: Teaching, Learning, Student Success

Focus area

Promote continuous curricular and teaching improvements within AVC programming

Key initiatives

- Continually develop and deliver a progressive DVM curriculum that addresses the increasingly diverse needs of contemporary veterinary medicine.
- Expand curricular offerings beyond the DVM program to provide new credential opportunities for students, alumni, and veterinary stakeholders.
- Leverage collaborative and interdisciplinary partnerships with UPEI Faculties and Schools to develop highly relevant and value-added program opportunities that integrate core AVC capabilities

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AVC Strategic Plan Framework (2017-2020)

Pillar 1: Teaching, Learning, Student Success

Focus area

Advance DVM student knowledge and experience in research

Key initiatives

- Develop initiatives, in collaboration with AVC and UPEI researchers, that strengthen the relationship between research and DVM teaching in a manner that fosters curiosity and provides greater opportunities for DVM students to gain exposure to (and, ideally recognized participation in) research throughout their degrees.

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Pillar 1: Teaching, Learning, Student Success

Focus area

Identify and adopt wellness initiatives that enable students to get the most out of their AVC experience, both academically and personally

Key initiatives

- Collaborating with UPEI Student Affairs, develop new wellness and student support initiatives that effectively address changing student needs and promote a culture of wellness.

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Pillar 2: Scholarship, Discovery, and Innovation

Focus area

Support the pursuit of scholarship, discovery and innovation excellence at AVC

Key initiatives

- Promote a culture that is supportive of scholarship activities for current faculty, staff and new hires to best enable individuals, and AVC, to reach their full potential.
- Further identify and develop existing research expertise as well as emerging research programs, to build AVC's and UPEI's reputation as scientific leaders and contributors to exploration and discovery.
- Mentor the next generation of scholars (particularly early career researchers and graduate students) to establish the foundation for their long term research goals
- Leverage capacity of AVC's Diagnostic Services, Veterinary Teaching Hospital and Animal Resources to support basic and clinical research.

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Pillar 2: Scholarship, Discovery, and Innovation

Focus area

Expand AVC's research capacity through strategic faculty hires and research chairs

Key initiatives

- Further strengthen areas of globally-recognized college expertise through recruitment of new externally-funded research chairs within the planning timeframe.
- Hire and collaborate with outstanding, creative scientists who can readily contribute to AVC's and UPEI's overall strategic research goals, successfully compete at the highest levels for funding, and recruit talented high performing graduate students.

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Pillar 2: Scholarship, Discovery, and Innovation

Focus area

Foster the expansion of research programs valued by AVC stakeholders

Key initiatives

- Foster engagement of all faculty by establishing collaborative and mentoring opportunities with faculty experienced with tri-council agency funded and industry sponsored research
- Establish internal funding mechanisms to expand opportunities for undergraduate and graduate students in active research with faculty
- Provide internal funding mechanisms that lead to advancement of relevant disciplines and improved external funding and publication success
- Review financial administrative policies to ensure they provide investment and expansion of faculty research programs including assistance for [major] project development and implementation

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Pillar 3: AVC's Vibrant Community

Focus area

Demonstrate commitment to AVC faculty and staff development through new initiatives and enhanced processes

Key initiatives

- Create an employee development and mentorship model for staff and faculty that encourages professional and personal development.
- Work diligently to ensure clarity and transparency in relation to performance reviews, workload, tenure, and promotion processes.

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Pillar 3: AVC's Vibrant Community

Focus area

Celebrate the contributions and aspirations of AVC's people

Key initiatives

- Develop new strategies to identify and recognize AVC faculty, staff, and student contributions and achievements in timely, appropriate ways.
- Working with the AVC community, create new pathways to promote wellness, continual commitment to fostering a respectful working/learning environment, and build overall AVC pride.

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Pillar 3: AVC's Vibrant Community

Focus area

Promote more robust two-way communications and information sharing within the AVC community

Key initiatives

- Review internal communications and identify opportunities to grow meaningful information sharing that contributes to effective decision making, enhanced participation in AVC initiatives, and overall morale building.
- Create more community interaction opportunities for students, faculty and staff to engage with members of the veterinary and bioscience sectors to build industry and career awareness, professional networks, and informal learning opportunities.

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Pillar 4: Service, Outreach, and Engagement

Focus area

Strategically develop service units in support of the college's teaching, service, and research mandate

Key initiatives

- Strategically develop physical and human resource capacity in AVC core service areas.
- Determine opportunities to improve and expand client experiences through best practices and strong understanding of client needs.
- Develop strategic marketing, outreach and client service initiatives to support new opportunities within AVC's Diagnostic Services, Veterinary Teaching Hospital and Animals Resources.

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Pillar 4: Service, Outreach, and Engagement

Focus area

Foster greater community connectivity through a comprehensive college-wide engagement-strategy

Key initiatives

- Create new offerings in practical and applied training courses for alumni, veterinarians, industry and government professionals, and producers.
- Contribute to community development at home and around the world, including exploring opportunities to develop initiatives that engage Indigenous and underserved populations and communities.
- Further AVC's commitment to providing international partners with knowledge resources (in areas such as developing sustainable land and aquatic farm practices, growing awareness of animal welfare practices, and public health issues), while at the same time providing highly relevant teaching and learning opportunities for AVC students.

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Pillar 4: Service, Outreach and Engagement

Focus area

Undertake new efforts to further build AVC Alumni relations

Key initiatives

- Develop an AVC Alumni Development and Engagement Plan in collaboration with UPEI Development and Alumni Relations.
- Create opportunities for increased interaction between current AVC students and alumni.

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Pillar 5: Resource Stewardship and Accountability

Focus area

Establish multi-year budgets through collaborative college processes

Key initiatives

- Develop financial planning to optimize resource stewardship for long-term sustainability and address risk areas, such as restricted growth of operating grants, tuition limits, and currency exchange impacts, through more defined business models for service revenues and fundraising.
- Annually review and update AVC's infrastructure maintenance program on in parallel with the multi-year budget planning cycle.
- Establish a sustainable equipment funding formula.

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Pillar 5: Resource Stewardship and Accountability

Focus area

Further build AVC's reputation for outstanding program delivery and client experiences

Key initiatives

- Align faculty and staff resources to best achieve AVC's mission.
- Identify areas to develop and deliver new, innovative clinical services of benefit to AVC's teaching, research, and service missions, and key stakeholders.
- Further develop collaborative partnerships in support of veterinary medicine curriculum delivery

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Pillar 5: Resource Stewardship and Accountability

Focus area

Develop an AVC graduate and DVM Recruitment Strategy

Key initiatives

- Develop new initiatives to encourage growing diversity within AVC's DVM program.
- Better understand prospective students' expectations and key decision making influencers' to position AVC the veterinary college of choice for international students.
- Build AVC's brand and reputation among prospective graduate and DVM students.

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Pillar	Focus Areas
Teaching, Learning, and Student Success	Supporting faculty in pursuit of teaching excellence Promote continuous curricular/teaching improvements within AVC programming Advance DVM student knowledge and experience in research Identify and adopt new wellness initiatives that enable students to get the most out of their AVC experience, both academically and personally
Scholarship, Discovery, Innovation	Support faculty in pursuit of research excellence Expand AVC's research capacity through strategic faculty hires and research chairs Mentoring of next generation of scholars
AVC's Vibrant Community	Demonstrate commitment to AVC faculty/staff development through new initiatives and enhanced processes Celebrate the contributions and aspirations of AVC's people Promote more timely two-way communications and information sharing within AVC
Service, Outreach, Enhancement	Strategically develop AVC services units' support of the college's teaching, service, and research mandates Foster greater community connectivity through a comprehensive college-wide engagement strategy Undertake new efforts to further build AVC Alumni relations
Resource Stewardship and Accountability	Establish multi-year budgets through collaborative college processes Further grow AVC's reputation in program delivery and client experiences Develop an AVC graduate and DVM Student Recruitment Strategy

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Next Steps

- The AVC Dean's Council will review input throughout December and further progress the draft with the hopes of having a more comprehensive close to final draft for January.

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