

THE ATLANTIC VETERINARY COLLEGE

UNIVERSITY OF PRINCE EDWARD ISLAND

STRATEGIC PLAN 2026-2031



EDUCATION • RESEARCH • SERVICE



UNIVERSITY
of Prince Edward
ISLAND





ATLANTIC VETERINARY COLLEGE

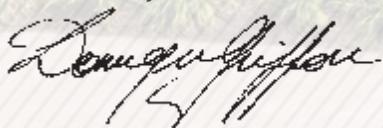
MESSAGE FROM THE DEAN

Since welcoming our first students in 1986, the Atlantic Veterinary College has been dedicated to excellence in veterinary education, research, and service. There, a cadre of talented faculty, skilled technical staff, and dedicated students create a vibrant community, working together to serve our region and meet the evolving societal needs for veterinarians. AVC has leveraged its geographic location and infrastructure to care for a variety of veterinary species, while establishing excellence in areas specifically relevant to Atlantic Canada. Successive strategic plans have guided the evolution and growth of our programs, ensuring the consistent accreditation of our veterinary curriculum, the expansion of clinical and diagnostic services, and the discovery of new knowledge with far-reaching impact.

This strategic plan marks a significant milestone for us. It reflects who we are today, but more importantly, it sets the stage for our next steps. It is a roadmap for us to navigate boldly into the future where our faculty, staff, and students will make meaningful changes that matter to the animals we care for, the students we teach, and the communities we serve. Our strength has always come from our people, working together to make a difference. This plan reflects the strong engagement of our community and stakeholders; it will only make us stronger. By leaning on our history while embracing innovation, we will continue to build a college that is strong, supportive, and progressive.

I look forward to the vibrant future that awaits us and invite you to join us on this journey.

Sincerely,



Dr. Dominique Griffon

STRATEGIC PLAN 2026–2031

AVC IMPACT BY THE NUMBERS

AVC HAS EDUCATED MORE THAN
2,000
VETERINARIANS

MORE THAN
80
VETERINARY
SPECIALISTS
AND SCIENTISTS
TRAINED

2 **3M NATIONAL**
TEACHING
FELLOWS


157
STAFF
MEMBERS

OUR VETERINARY TEACHING HOSPITAL
(VTH) RECEIVES ABOUT
15,000
CASES PER YEAR


92%
NAVLE PASSING
PERCENTAGE

90 **FACULTY**
41 **MEMBERS,**
BOARD
I
SPECIALISTS



AVC HAS CONTINUOUSLY BEEN AWARDED
FULL ACCREDITATION
BY THE AMERICAN VETERINARY MEDICAL ASSOCIATION
(AVMA) COUNCIL ON EDUCATION (COE)

OVER
95%
OF THE DVM CORE
PRE-CLINICAL PROGRAM
IS DELIVERED IN-PERSON



RESEARCH
IN ANIMAL HEALTH
INCLUDING VETERINARY EPIDEMIOLOGY,
COMPARATIVE BIOMEDICAL RESEARCH,
AND ANIMAL HEALTH AND WELFARE



AVC DIAGNOSTIC SERVICES UNIT
CONDUCTS OVER
400,000
MAMMALIAN AND AQUATIC
TESTS EACH YEAR

32 **DVM**
GRADUATE
COMPETENCIES

THE STRATEGIC PLANNING PROCESS

2024



2025



MISSION

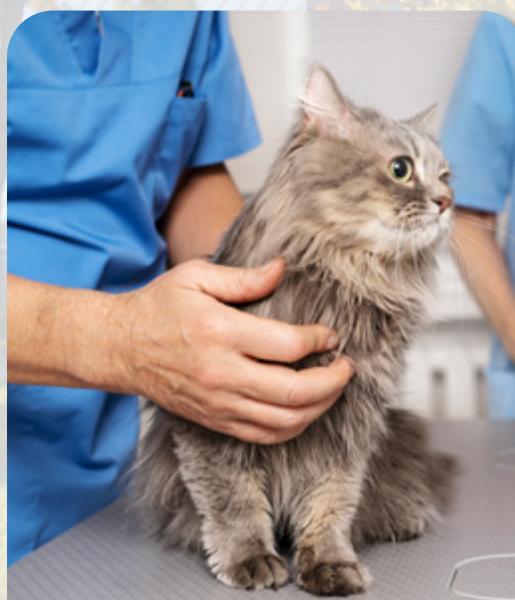
The Atlantic Veterinary College (AVC) is Atlantic Canada's home for excellence in veterinary education, research, and service. AVC serves Atlantic Canada by developing practice-ready veterinarians who improve the health, welfare, and well being of animals, humans, and the environment. Through outreach and collaboration, AVC contributes trusted leadership, knowledge, and skills to advance veterinary services, industry, and health policies locally and globally.

EDUCATIONAL PROGRAM MISSION STATEMENT

The AVC is committed to producing graduates with the knowledge, skills, aptitude, and attitudes of competent entry-level veterinarians in multi-species clinical practice, and to offering focused opportunities in all career paths available to veterinarians.

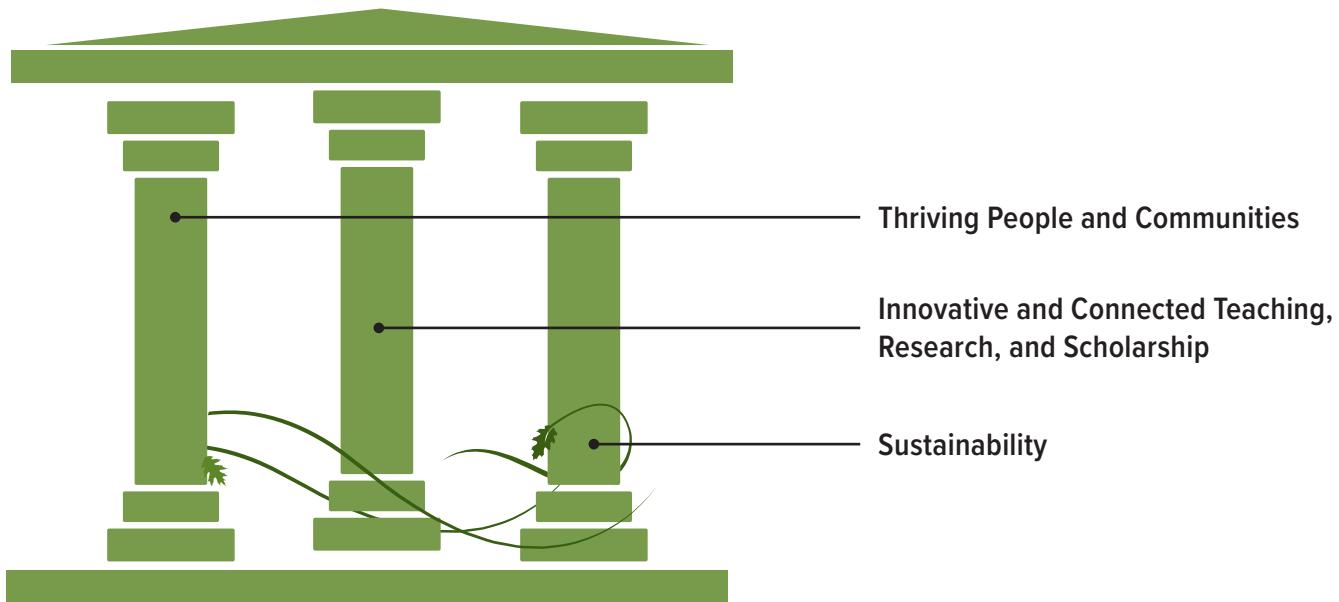
VISION

Working together, the Atlantic Veterinary College strives to improve our world through innovative education, research, and service.

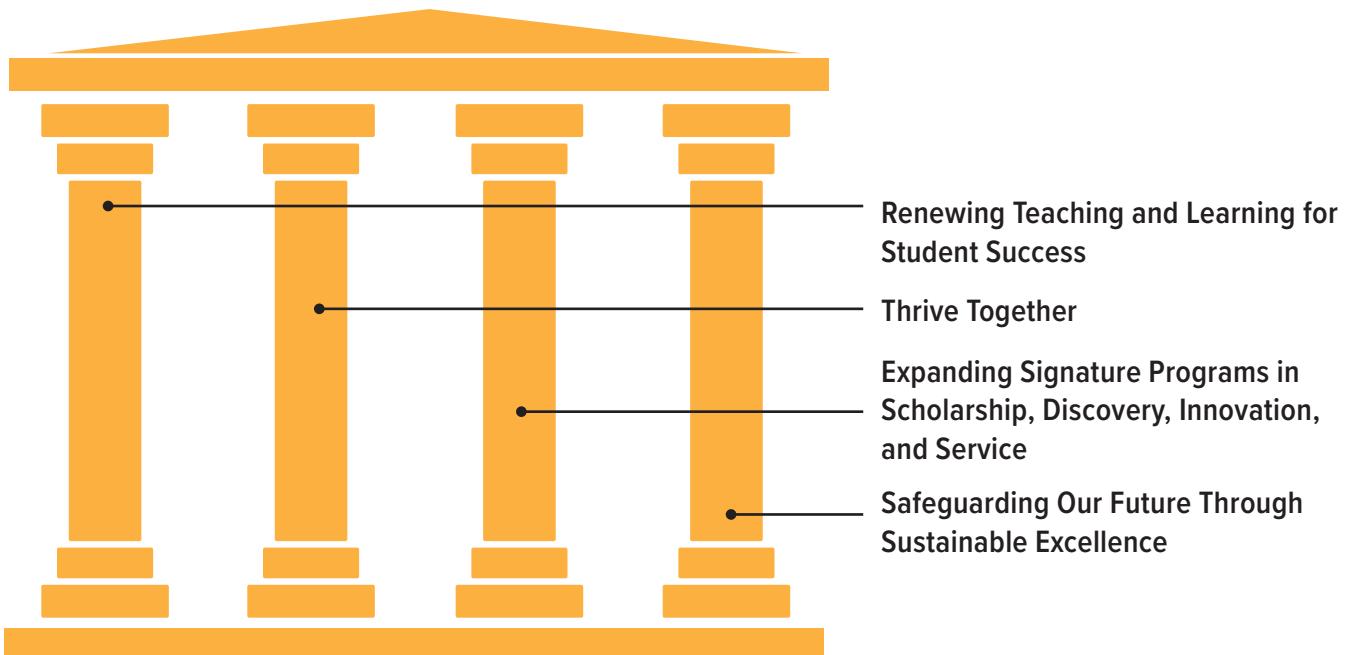


PILLARS

In 2025, UPEI announced three main directions for its next strategic plan:



The pillars of the Atlantic Veterinary College are aligned with those identified at the institutional level:



To renew the AVC veterinary curriculum, prioritizing early experiential learning and a student-centered approach.

By leveraging advanced technology and fostering partnerships, we aim to equip a growing and diverse body of students with the skills and knowledge to meet contemporary societal needs effectively.

GOAL 1: REVIEW AND REVISE THE CORE CURRICULUM TO SUPPORT EVIDENCE-BASED, PRACTICE-READY LEARNING

ACTIONS:

- Refine core curriculum
- Establish a progressive skills development model
- Integrate workplace and practice realities
- Strengthen clinical assessment systems to support and confirm clinical readiness at graduation
- Include key learning experience in curriculum mapping
- Improve transparency of core curriculum and progression

GOAL 2: EXPAND INSTRUCTIONAL TOOLS AND TECHNOLOGIES IN THE DELIVERY OF OUR CURRICULUM

ACTIONS:

- Advance real-world technology competency
- Strengthen tech-supported curriculum delivery
- Enhance hands-on skills development through technology and instructional tools

GOAL 3: EXPAND EARLY EXPERIENTIAL LEARNING AND TAILORED LEARNING PATHWAYS

ACTIONS:

- Integrate active engagement in the veterinary profession and live animal experiences beginning in Year 1
- Implement tracking to support student skills development



GOAL 4: FOSTER A CULTURE OF CURIOSITY AND INDEPENDENT LEARNING THROUGH EXPANDED SELF-DIRECTED AND ACTIVE LEARNING IN THE CURRICULUM

ACTIONS:

- Highlight and expand opportunities for applied student-centered learning within the curriculum
- Support faculty development with training in evidence-based active learning techniques

GOAL 5: PARTNER WITH EXTERNAL STAKEHOLDERS IN THE DELIVERY OF OFF-SITE EDUCATIONAL EXPERIENCE

ACTIONS:

- Build partnerships with external stakeholders for off-site learning
- Support external sites in experiential learning
- Support students in off-site experiential learning

GOAL 6: EXPAND AVC'S IMPACT ON THE DEMAND FOR VETERINARY WORKFORCE

ACTIONS:

- Collaborate with provincial authorities and industry stakeholders to explore the feasibility of dedicated seats
- Develop and expand educational program offerings
- Investigate potential integration with veterinary technician programs to provide a more comprehensive training pathway
- Incorporate curriculum considerations into class size expansion planning

PILLAR 2: EXPANDING SIGNATURE PROGRAMS IN SCHOLARSHIP, DISCOVERY, INNOVATION, AND SERVICE

2

To increase the footprint and impact of AVC in research areas aligned with those of UPEI.

GOAL 1: TO INCREASE RESEARCH PRODUCTIVITY IN AVC

ACTIONS:

- Promote a collaborative research culture
- Promote scholarship of teaching and clinical studies among clinicians
- Measure research productivity

GOAL 2: TO LEVERAGE NEW PARTNERSHIPS WITH INDUSTRY AND REGIONAL STAKEHOLDERS

ACTIONS:

- Advance the mandate of UPEI Research Partnerships and Innovations
- Promote AVC expertise and facilities to the public including the bioscience sector

GOAL 3: TO FOSTER NEW PRODUCTIVE INTERDISCIPLINARY COLLABORATION BEYOND AVC

ACTIONS:

- Nurture a culture of connection within AVC and within UPEI
- Build teams within AVC, UPEI, and beyond



GOAL 4: TO EXPAND RESEARCH TRAINING AT AVC

ACTIONS:

- "Grow" the cadre of next generation educators, researchers, and leaders
- Enhance the student experience
- Increase graduate student enrolment

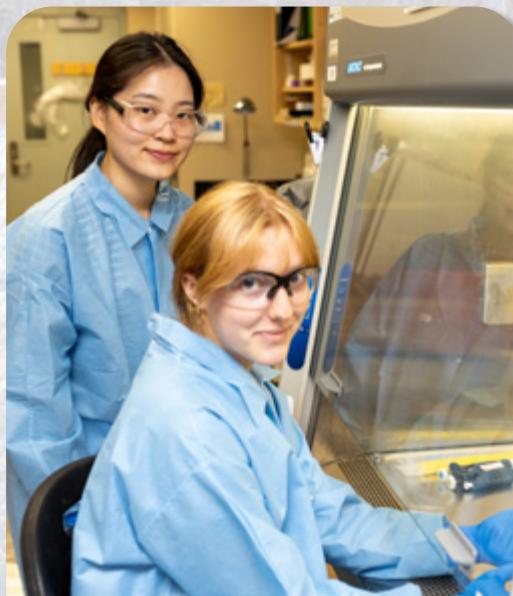
GOAL 5: TO IMPROVE THE IMPACT OF OUR CURRICULUM AND EXTRA-CURRICULAR ACTIVITIES ON CAREER DIVERSIFICATION OF VETERINARY STUDENTS

ACTIONS:

- Develop and expand extracurricular activities
- Promote career diversification
- Develop interprofessional learning curriculum opportunities



Sir James Dunn Animal Welfare Centre
ATLANTIC VETERINARY COLLEGE • UNIVERSITY OF PRINCE EDWARD ISLAND



PILLAR 3: THRIVE TOGETHER

3

To enhance well-being, foster mutual respect, and promote a sense of belonging in our college while serving local and global communities with contemporary veterinary care and expertise.

GOAL 1: TO DEVELOP AND IMPLEMENT INITIATIVES ALIGNED WITH THE UPEI ACTION PLAN

ACTIONS:

- Develop an operational plan that encourages open communication, feedback, active listening, and continuous improvement
- Identify and implement leadership training needs and opportunities
- Promote a culture of community, diversity, and inclusion and celebrate diverse perspectives through events and shared experiences

GOAL 2: TO DISTRIBUTE WORK FAIRLY THROUGH QUANTIFICATION OF WORKLOAD AND ALIGNMENT OF RESOURCES

ACTIONS:

- Implement the AVC Workload Taskforce proposal
- Evaluate the faculty and staff resources required to deliver the current and future tripartite mission and commit to get them
- Evaluate and distribute the workload of staff fairly and appropriately in their capacity to support teaching, service, and research missions
- Reorganize departments that share curricular responsibilities and clinical resources

GOAL 3: TO STREAMLINE AND UNIFY WORKFLOW IN THE DELIVERY OF CLINICAL TEACHING AND SERVICES

ACTIONS:

- Project realistic revenue targets that align with teaching mission
- Invest in continuing education and training for staff and faculty
- Map and analyze service and teaching processes at the individual service level and identify barriers
- Invest in up-to-date equipment including an electronic medical records system and AI opportunities
- Review and respond to the sustainability of the current staffing resources



GOAL 4: TO MAINTAIN TRANSPARENCY IN COMMUNICATION AND DECISION MAKING THROUGHOUT THE COLLEGE

ACTIONS:

- Establish clear, open and inclusive lines of communication to regularly engage with members of the College
- Govern collegially by promoting active listening, feedback and diverse perspectives
- Uphold accountability, respond to feedback, and ensure that information and resources are accessible

GOAL 5: TO IMPROVE AVC'S VISIBILITY AND ENGAGEMENT IN OUR LOCAL AND REGIONAL COMMUNITIES

ACTIONS:

- Identify and engage AVC's stakeholders in the region
- Invest in and deliver services that make AVC a regional referral centre that supports the Atlantic provinces and its veterinary community
- Work with community groups and increase AVC presence at regional events
- Develop a communication strategy and enhance social media presence



PILLAR 4: SAFEGUARDING OUR FUTURE THROUGH SUSTAINABLE EXCELLENCE

4

To diversify AVC's resources and optimize their use for a sustainable future.

GOAL 1: IMPROVE OUR FACILITIES FOR ENVIRONMENTAL SUSTAINABILITY AND QUALITY OF THE INTERNAL WORKING ENVIRONMENT

ACTIONS:

- Conduct an energy audit and explore energy efficient lighting options and ways to reduce energy use and greenhouse gas emissions
- Join the CVMA's Sustainable Veterinary Practice Initiative
- Explore vehicle use reductions through work-from-home and hybrid teaching
- Upgrade ventilation and prioritize the ventilation filtration upgrades

GOAL 2: MAXIMIZE USE OF AVC FACILITIES TO EXPAND SERVICES

ACTIONS:

- Conduct SWOT analysis to identify service growth opportunities; identify opportunities for services for which there is growing demand
- Expand specialty, referral, and diagnostic services
- Develop micro credential and CE programs
- Lease underused equipment where feasible
- Expand relationships with pet insurance companies and industry and government partners

GOAL 3: STRENGTHEN PHILANTHROPIC INITIATIVES

ACTIONS:

- Develop a targeted marketing and communications plan
- Create easy donation mechanisms online and on-site
- Launch endowment campaigns and targeted fundraising for AVC activities
- Implement donor stewardship strategies and events

GOAL 4: IMPROVE EFFICIENCY IN TEACHING AND EXPAND EDUCATIONAL OPPORTUNITIES

ACTIONS:

- Reassess and revise curriculum for hybrid delivery and streaming by career interest while retaining core curriculum and general practice options
- Increase partnerships and external rotations
- Develop virtual resources
- Improve student job opportunities and scholarships

GOAL 5: IMPROVE EFFICIENCY IN RESEARCH AND SERVICE

ACTIONS:

- Increase use of research facilities through industry partnerships and CRO capabilities
- Offer contract research and explore leasing research space
- Implement more efficient digital systems for scheduling, records, inventory, and telemedicine
- Consider performance-based incentives for research and service providers



MAIN MILESTONES

2026

- Complete an inventory of external rotation sites
- Review the curriculum in the context of class expansion and integration of technology
- Initiate yearly reports of research productivity and allocation of indirect funds
- Identify up to four (4) research interest groups and one active learning group in the scholarship of teaching and learning based on a faculty survey and research infrastructure
- Create a database of (potential) research partners and engagement opportunities to promote scholarly collaborations and formalize a plan to enhance innovation and commercialization at AVC
- Create new communication and feedback pathways between the College's administrators and community
- Review technological support systems in the VTH (AI and EMR)
- Identify an AVC Action Plan champion and their associated role
- Review and adjust the calendar of community engagement events
- Conduct a business analysis of service units
- Develop and implement a plan to increase corporate sponsorship and philanthropy
- Initiate the expansion and upgrade of preclinical learning spaces

2027

- Identify areas for active learning integration in the curriculum and training opportunities for educators
- Define competency milestones and assessments across the core curriculum
- Identify personnel dedicated to external placements to develop associated SOPs
- Promote the visibility and support the productivity of research interest groups
- Create new mechanisms to foster external partnerships and research collaborations
- Develop metrics for exceptional teaching and service delivery and explore positive feedback mechanisms
- Update technological support systems in the VTH (AI and EMR)
- Expand engagement in the College's Open House (annual showcase)
- Develop continuing education and micro certification and associated processes
- Complete and implement a fee schedule for facilities and equipment at AVC
- Expand and upgrade lecture halls

2028

- Implement new active learning initiatives
- Develop a framework for early experiential learning in Years 1–3
- Map elective curriculum to support the development of tracking pathways
- Expand off-site agreements and SOPs for pre-clinical and clinical experiences

- Expand the training and engagement of graduate students in teaching
- Identify and seek new funding mechanisms for graduate students and DVM student engagement in research
- Analyze workflow and processes to improve efficiency in service units
- Review and update client engagement and tracking mechanisms
- Initiate new continuing education courses (in-person and online)
- Review and adjust community and industry engagement beyond PEI
- Initiate the expansion of core clinical services and associated footprint
- Expand clinical skills facilities for companion animals

2029

- Implement new early experiential initiatives to broaden student exposure to diverse veterinary careers
- Create curricular tracking options and associated milestones
- Evaluate the scope and feasibility of new graduate and dual-DVM programs
- Develop and deploy a communication platform for graduate students and mentors
- Review AVC's outcomes related to the UPEI Action Plan
- Complete the expansion of the VTH and core clinical services

2030

- Implement curricular tracks
- Expand educator training opportunities for external preceptors and alumni
- Inventory and update the list of research resources and the onboarding process for new faculty
- Assess the quality and quantity of external engagement opportunities related to research
- Assess and adjust metrics related to workload and excellence in teaching and service
- Complete ventilation upgrades throughout the building
- Review AVC's needs for infrastructure maintenance and repairs

2031

- Develop a public-facing curriculum map
- Initiate a comprehensive review of the curriculum
- Review the impact of the research interest groups
- Review the curriculum of graduate programs
- Review the use of research facilities
- Assess the success and sustainability of CE programs

ATLANTIC VETERINARY COLLEGE STRATEGIC PLAN 2026–2031



The Atlantic Veterinary College

University of Prince Edward Island

*Committed to excellence and innovation
in education, research, and professional service*



UNIVERSITY
of Prince Edward
ISLAND



550 University Avenue, Charlottetown, PE Canada C1A 4P3
T 902 566 0882 F 902 566 0958 E avc@upei.ca W upei.ca/avc