



WASHINGTON STATE UNIVERSITY  
**College of Veterinary Medicine**

**Healthy Animals. Healthy People. Healthy Planet.**



# **STRATEGIC PLAN**

2024-2030



Dr. Dori Borjesson, Dean of the  
WSU College of Veterinary Medicine

In August of 2023, the **WSU College of Veterinary Medicine** began a college-wide strategic planning process with the goal of setting a path for the College over the next five to seven years. The process, guided by the Strategic Planning Committee, was intentionally inclusive—faculty, staff, students, donors, and friends of the College participated in a college-wide summit, focused interviews, and/or in working groups.

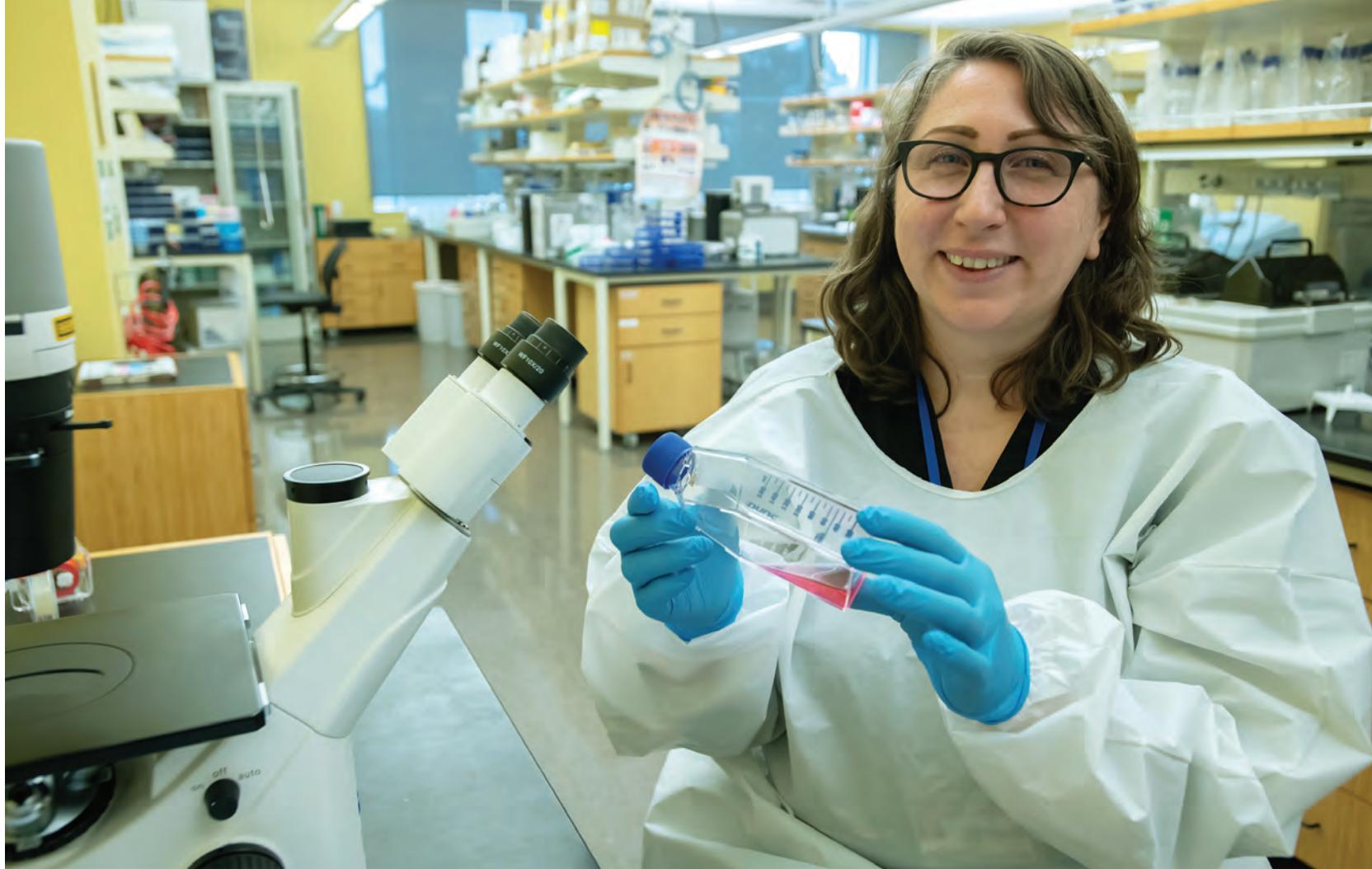
The process helped define our strengths and recognize the team members who bring our mission and vision to life. As a College, we value collaboration, engagement, and community—organizational attributes foundational to our shared future.

We used the **SOAR (strengths, opportunities, aspirations, results)** strategic planning approach to:

- Strategically think and plan with a focus on the College's strengths and opportunities
- Include a variety of stakeholders to understand the entire system and its interrelated parts
- Create a more complete picture of our organization by accessing many perspectives and gathering a robust set of ideas
- Reach beyond senior leadership to include others in the conversations about strategy

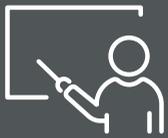
The following strategic plan draft outlines the College's vision and mission and how we will respond to our immediate and future needs. The strategic plan is a living document that will be updated to reflect changes as we meet our goals.

The plan is aspirational and attainable with concrete priorities and specific goals around four strategic pillars: **Teaching and Learning; Research Enterprise; College Community; and Partnerships, Outreach, and Community Engagement.**



# OUR VISION

## TEACHING & LEARNING



The College is an integrated community of educators that advance teaching development and excellence for all levels of teaching — undergraduate/graduate/DVM students/faculty/house officers.

All students feel welcome, experience engagement, and are proud to be part of the College and WSU.

The student experience is transformational, and our alumni actively seek to stay involved in the College through mentoring, teaching, and scholarship.

## PARTNERSHIPS & OUTREACH



The College is a vibrant hub for students, faculty, and external partners.

The scope of our projects and engagement expands to create mutual benefit to the College and our regional, national, and international communities.

## RESEARCH ENTERPRISE



The College has a well-connected, interwoven faculty that is internationally recognized for biomedical research excellence.

We draw in diverse ideas and innovators who build connections and work to articulate, develop, fund, and solve the world's greatest challenges in animal, human, and environmental health.

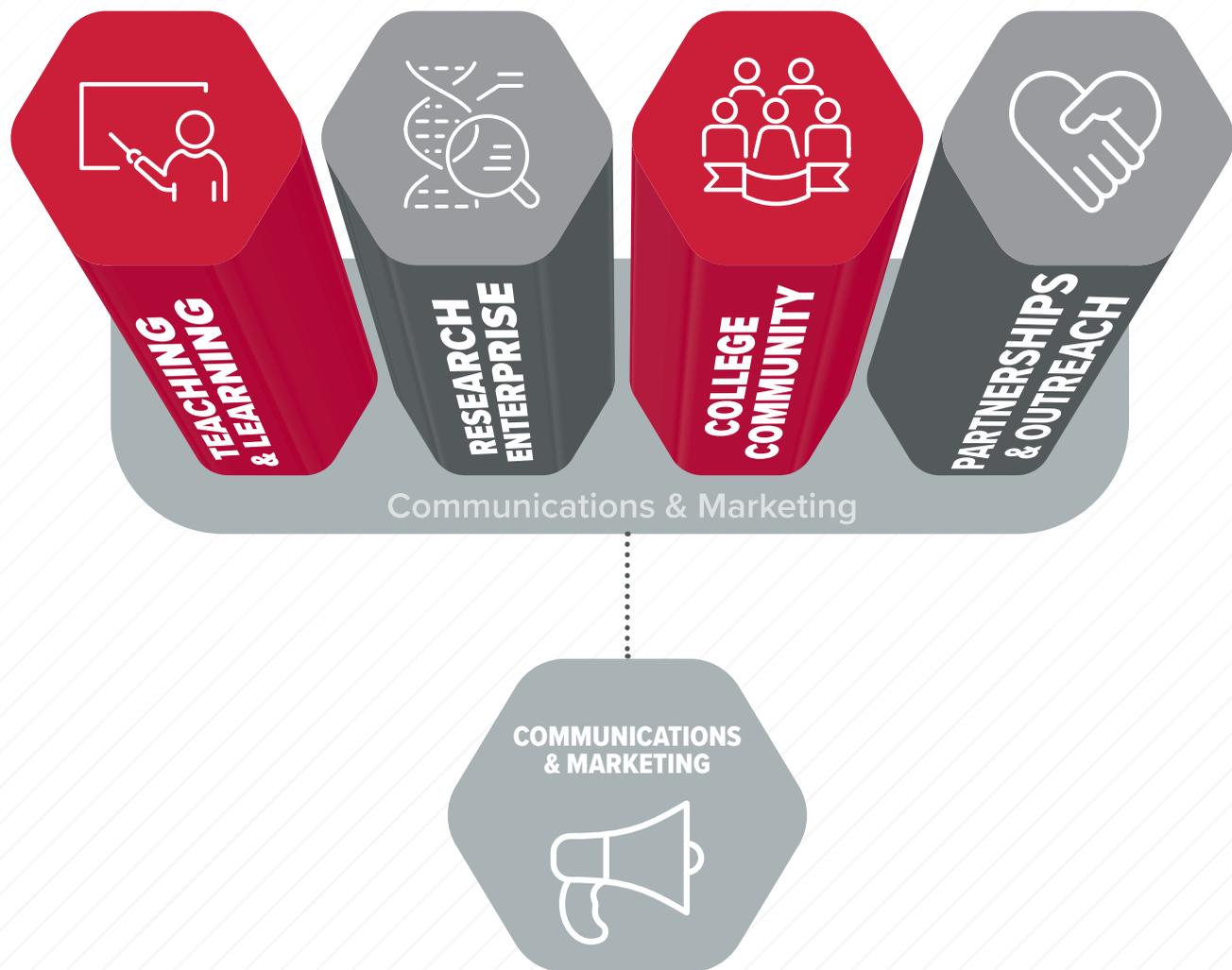
## COLLEGE COMMUNITY



We support and reward our staff and faculty; they are valued as critical contributors to an organization making a tangible and positive impact on the world.

We attract, recruit, and retain world-class faculty and staff who build a unique environment where everyone can thrive and do their best work.

These four pillars are all supported by a additional strategic foundational priority to Tell our Story by Fostering a Culture of Storytelling throughout our College. To effectively tell our story to outside audiences, we must first build pride and alignment with internal ones. We are our best ambassadors to tell an aligned story about the impact and vision of the College.



## Our vision of a storytelling culture

The College is a trusted source for novel and practical solutions for society's greatest challenges.

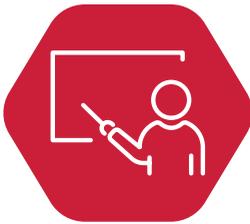
Well-promoted research, teaching, and outreach strengthen the College community.

Coordination, consistency, and repetition of our stories creates pride.

Internal audiences proudly and effectively share our College's story with outside audiences.

College members share a common vision that provides a sense of being a part of a larger purpose.

Communications continuously improve via key quantitative and qualitative metrics.



## PILLAR 1: TEACHING AND LEARNING

The College provides a vibrant learning environment that fosters academic excellence, inclusivity, and student success.



### Goal 1.1: Support our community of learners

#### Strategies

- Provide teaching tools that enhance interactive learning, reduce administrative costs and increase efficiencies
- Strengthen student recruitment

#### Tactics

- o Formalize a College Science Ambassador Program
- o Recruit current students to mentor and attract future applicants
- o Provide outreach to communities and high schools in veterinary shortage areas
- o Tailor messaging to highlight factors that attract students to WSU and the College
- o Use digital platforms and social media to amplify outreach efforts
- o Evaluate the effectiveness of outreach and engagement programs and adjust as needed
- o Develop an undergraduate-to-professional bridging program within the College



## Strategy

- Promote access to education by enhancing financial opportunities

### Tactics

- o Pair prospective students with mentors to streamline and improve program awareness and scholarship application processes
- o Increase internal and external scholarship support for undergraduate and DVM students.

## Strategy

- Launch a Student Success Center to integrate career, financial, and wellness support services

### Tactics

- o Identify and create a welcoming space for student gatherings that will offer open hours, educational resources, and healthy food
- o Collaborate with financial institutions for student financial planning advice
- o Implement career advising services and workshops for student professional development
- o Offer online collaboration platforms and educational tutoring
- o Provide resources of particular impact for first-generation students
- o Develop peer-to-peer and alumni-to-student mentorship programs



## Goal 1.2: Expand student research opportunities

### Strategy

- Develop mechanisms to support research-focused learning

#### Tactics

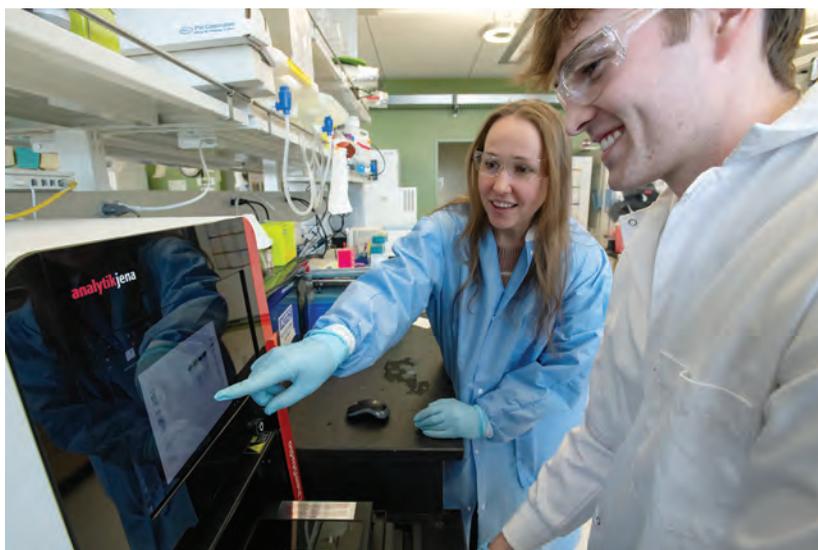
- o Organize research fairs and seminars and develop a database to connect students with research projects
- o Record and curate faculty research presentations for student access
- o Provide and support access to research and collaboration tools

### Strategy

- Engage students at all levels in research and creative scholarship to enhance critical thinking

#### Tactics

- o Increase collaboration between DVM and undergraduate programs
- o Encourage interdisciplinary research opportunities
- o Ensure research opportunities are available to students of all socioeconomic backgrounds
- o Build post-baccalaureate program and enhance summer research experiences for undergraduates to build a bridge to community and industry needs





## Goal 1.3: Champion innovation and professional development in teaching

### Strategy

- Support curricular innovation

#### Tactics

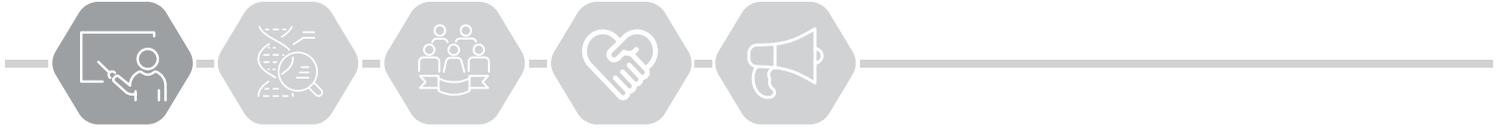
- o Integrate teaching, learning, and professional development for innovative curricular outcomes
- o Provide course design support for faculty
- o Hire instructional support staff to support effective pedagogy and facilitate technology use
- o Solicit alumni input to inform effective learning outcomes
- o Provide and support the necessary technologies that foster a culture of innovation

### Strategy

- Support faculty and instructor development for classroom, lab, and clinical teaching

#### Tactics

- o Expand, promote, and leverage the College's Teaching Academy for pedagogical training across all levels of curriculum to all teaching faculty and staff
- o Support faculty in their efforts to apply for teaching grants and external funding, scholarship of teaching and learning
- o Communicate teaching needs college-wide to broaden opportunities for current and potential instructors to gain teaching experience
- o Establish a post-doctoral (DVM, PhD, Residency) fellowship in teaching



## Goal 1.4: Invest in infrastructure to enhance teaching and learning

### Strategy

- Continue to develop additional suitable teaching spaces for undergraduate and DVM programs
- Ensure innovative technology is available for students across the College
- Improve current classroom technologies
- Continue to invest in clinical education infrastructure in the teaching hospital and diagnostic laboratory

## Goal 1.5: Foster a culture of storytelling to better recruit and retain faculty, staff, and students

### Strategy

- Build our reputation internally, university-wide, and externally

#### Tactics

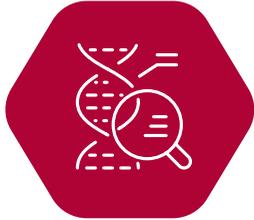
- Promote our teaching and learning through regular College communication (e.g., “Meet our Educators”) and social media (e.g., student spotlights)
- Create coordinated and branded student recruitment materials

### Strategy

- Inspire our faculty, staff, and students to be ambassadors who promote the College externally with the aim of recruiting faculty, staff, and students

#### Tactics

- Share educator and student stories across personal channels and social networks
- Promote benefits and resources available through the College’s Teaching Academy



## PILLAR 2: RESEARCH ENTERPRISE

The College generates ground-breaking research to address existing and emerging challenges that span basic science, applied science and clinical applications in animal and human health.

### Goal 2.1: Enhance research opportunities and innovation

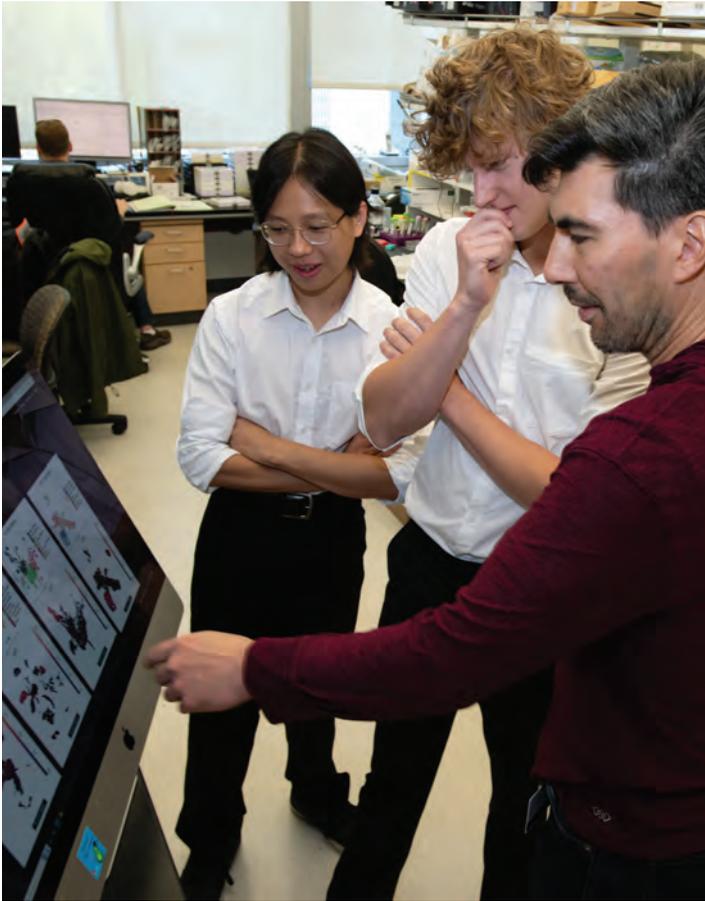
#### Strategy

- Implement programs to recognize, encourage, and reward high-quality research across the College

#### Tactics

- o Clearly communicate College and university-wide criteria for research excellence to guide faculty research priorities and facilitate evaluation
- o Develop incentives, including an internal grant program, to encourage interdepartmental collaboration, incentivize research applications, and secure funding for research infrastructure and expansion
- o Actively recognize and promote research achievement by identifying opportunities and nominating scientists for local, regional, and national awards





### Strategy

- Cultivate external partnerships to sustain and extend WSU's innovative research programs

#### Tactics

- o Capitalize on the unique partnership between WSU and the College by pairing clinicians with basic scientists to secure both public and private research funding
- o Cultivate closer ties to external organizations, including other WSU colleges, industry, extension units, and others
- o Focus on grant funding, industry partnerships, and philanthropic organizations dedicated to animal and human health, locally and globally
- o Organize frequent interdepartmental brainstorming sessions to encourage research collaboration

### Strategy

- Invest in innovative research facilities, technologies, and programs to allow WSU to stay at the forefront of veterinary and biomedical health research

#### Tactics

- o Provide researchers with tools that enable collaboration with others around the world
- o Work with researchers to provide innovative computing and data management solutions



## Goal 2.2: Retain, attract, and develop excellent research talent

### Strategy

- Attract and retain top talent

#### Tactics

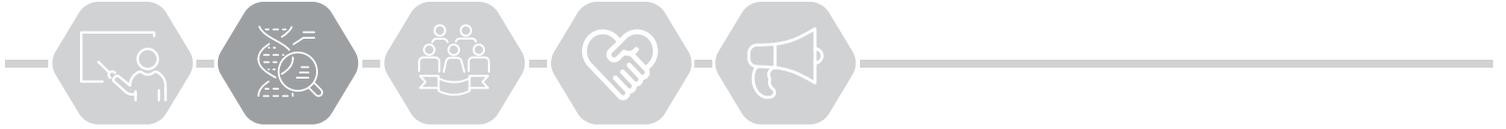
- o Strategically recruit leading faculty who will help grow our research enterprise
- o Leverage budgetary opportunities (from vacant positions) to sustain research expertise
- o Offer competitive start-up packages
- o Track compensation with peer and aspirant schools
- o Provide research computing and data support to reduce administrative burdens
- o Help reduce research costs and increase efficiencies through automation and shared systems

### Strategy

- Support research-skill development across faculty and staff

#### Tactics

- o Establish sustained funding for career scientists, technicians, and programmers to address inherently variable grant funding cycles, to limit personnel turnover, and to maintain existing expertise and experience
- o Reduce administrative burdens for research and teaching staff
- o Enhance administrative support for researchers at all career stages
- o Offer professional development opportunities for faculty, career scientists, and research staff
- o Formalize training for principal investigators with workshops and resources for faculty on grant writing, academic publication, communications, entrepreneurship, public engagement and other skills essential for research success



## Goal 2.3: Promote the College's ground-breaking research in animal and human health

### Strategy

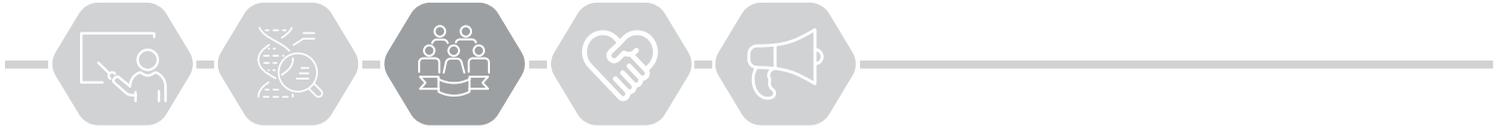
- Increase our regional, national, and international visibility for animal and human health

### Tactics

- o Identify research with appeal to media and mass audiences
- o Provide media training for faculty and graduate students
- o Promote our research and researchers through regular College communication (e.g., "Meet our Researchers") and social media
- o Foster innovation by providing tools and infrastructure for ground-breaking research
- o Provide tools that promote open research and information sharing which increases visibility for the College







## PILLAR 3: COLLEGE COMMUNITY

The College fosters a thriving, vibrant, collaborative, and inclusive environment that attracts, retains, and rewards staff and faculty who enjoy and perform their best work.



### Goal 3.1: Support and celebrate the College community

#### Strategy

- Enrich the College community and promote a fair workplace.

#### Tactics

- o Routinely review and adjust salaries to remain competitive
- o Align work expectations with realistic workload assessments
- o Define, estimate, and balance workloads across all positions in the College
- o Conduct exit interviews to identify opportunities for workplace improvement
- o Organize regular events to highlight research, teaching, and other College initiatives



## Strategy

- Recruit and nurture new talent to invigorate existing community

### Tactics

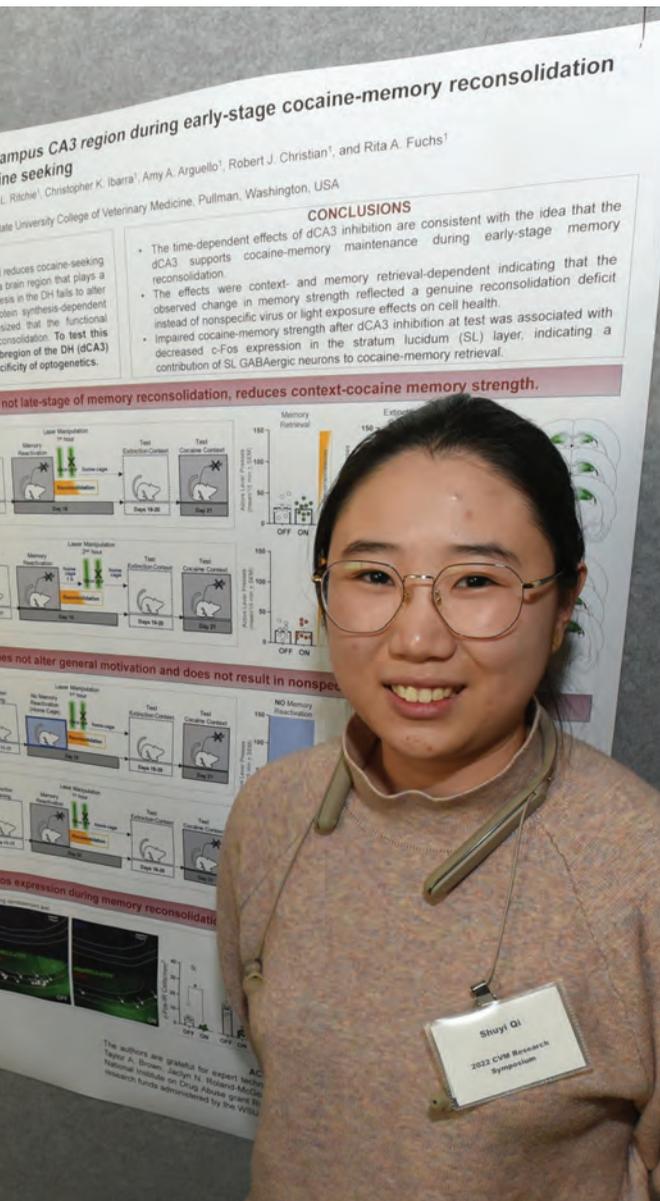
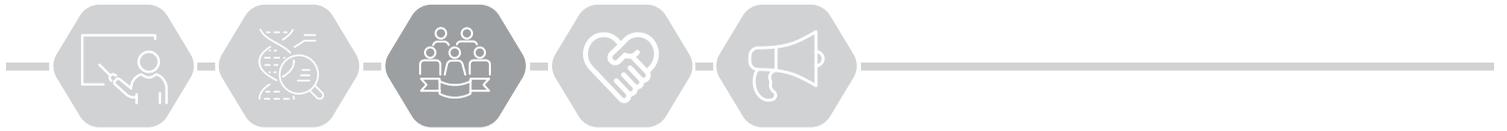
- o Offer competitive salaries
- o Enhance onboarding processes and host dedicated events to introduce new faculty and staff to colleagues across the College
- o Enhance mentorship programs for faculty and staff
- o Expand professional development opportunities
- o Plan regular college-wide social events and networking opportunities to foster connections and collaboration

## Strategy

- Prioritize work-life balance and well-being

### Tactics

- o Continue to identify employee concerns and needs
- o Support college-wide flexible working arrangements
- o Enhance recognition of faculty and staff service activities, (e.g., publicly acknowledge contributions; listen and show appreciation; personalized thank-you messages)
- o Offer dedicated resources or benefits for service-oriented roles
- o Designate specific pet-friendly spaces where pets are welcome to promote community building and relaxation; explore pet daycare options and create pet behavior committee for office pets
- o Identify and procure options for fresh food and beverages



### Strategy

- Promote transparency and efficiency

### Tactics

- o Create a single, accessible, and centralized policy hub applicable across the College and emphasize its use during onboarding
- o Build upon existing frameworks (like the College's Office of Research) for enhanced organization and efficiency
- o Expand upon the existing framework of social media and websites to enhance communication
- o Schedule regular review and evaluation of the implemented initiatives to ensure ongoing effectiveness

### Goal 3.2: Engender pride in who we are and what we do and tell an aligned story about the vision and impact of the College

### Strategy

- Broaden internal engagement and strengthen connections between faculty, staff, and students and to their departments/schools/units and College as a whole

### Tactics

- o A weekly email roundup of events: college-wide plus WSU major events



- o Monthly communication from chairs and directors to their units: new hires (faculty and staff), retirements, awards for faculty, staff, and students, master's and PhD successful defenses, grants, major publications, etc.
- o Monthly communication from the Dean to highlight stories, programmatic updates, and achievements across the College
- o Foster interaction and storytelling across the College with college-wide quarterly celebrations at rotating locations
- o Develop and support technologies that share the College's history and promote a sense of connection and pride

### **Strategy**

- **Serve as ambassadors and share our College stories with those who visit our College and to our own broad social and professional networks**

#### **Tactics**

- o Seek new opportunities to integrate College messaging about who we are and what we do — from research to education to outreach — into all forms of communication
- o Share College stories with social networks through personal communication and communication channels of the day
- o Actively participate in our shared College story by learning broadly who we are and what we do outside of our respective silos
- o Encourage information sharing, dialog, and collaboration between areas in the College
- o Centralize content across the College to provide resources and core information for employees and students (e.g., college-wide policies, employee information, resources, department/school-specific information, student handbooks, events, etc.)
- o Offer monthly College Town Halls to encourage dialogue, engagement, and open communication



## PILLAR 4: PARTNERSHIPS, OUTREACH, AND COMMUNITY ENGAGEMENT

The College has a vibrant and visible social impact. The College maintains strong relationships with its graduates, enterprise partners, and other constituents across the state of Washington. The College passionately shares its story with the world.



### Goal 4.1: Meet our land-grant mission

#### Strategy

- Establish a Center for Scientific Career Progression and Excellence

#### Tactics

- o Provide resources and support for students and professionals seeking careers in veterinary and biomedical science
- o Develop a broad set of continuing education, professional development, and leadership training to support the state's veterinary and biomedical science needs and issues

#### Strategy

- Deliver exemplary service in veterinary clinical medicine and diagnostics

#### Tactics

- o Enhance the quality and accessibility of veterinary clinical medicine through work in the Veterinary Teaching Hospital
- o Invest in veterinary diagnostics for the state and nation through work in the Washington Animal Disease Diagnostic Laboratory
- o Develop industry and government partnerships to promote animal health, food production, and food safety



## Strategy

- Expand community presence

### Tactics

- o Capitalize on large campus events (for example, football games and state FFA convention) and host “College Day” events with open labs and public talks
- o Promote scientific literacy and career exploration via the College’s Science Ambassador Program (see Goal 1.1)
- o Conduct public talks and workshops on relevant animal health topics
- o Expand community outreach programs that promote animal welfare, public health, and responsible pet ownership
- o Build outreach programs to improve our pipelines (recruitment, research impact, public health impact, applied sciences for the state mission)

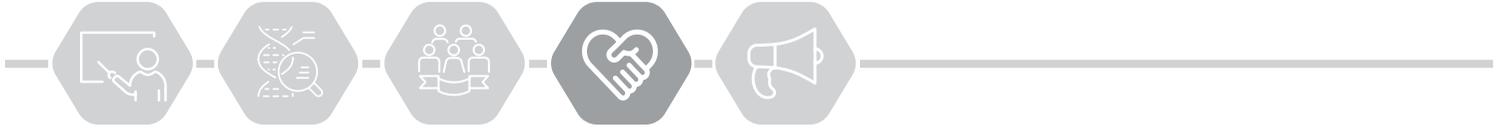
## Goal 4.2: Expand our network

### Strategy

- Foster life-long, enduring relationships with alumni

### Tactics

- o Engage with current students as “future alumni” to initiate mutually beneficial long-term relationships
- o Expand opportunities for alumni to meaningfully participate in the life of the College through outreach activities, events, and advanced communications
- o Enhance volunteer/service options to leverage alumni’s time and talents to benefit our students, faculty, and staff
- o Tell novel and compelling stories of our alumni, donors, and partners through traditional communication channels and personal networks
- o Increase efforts to directly connect with individual alumni on a personal level (acknowledge birthdays, accomplishments, etc.)

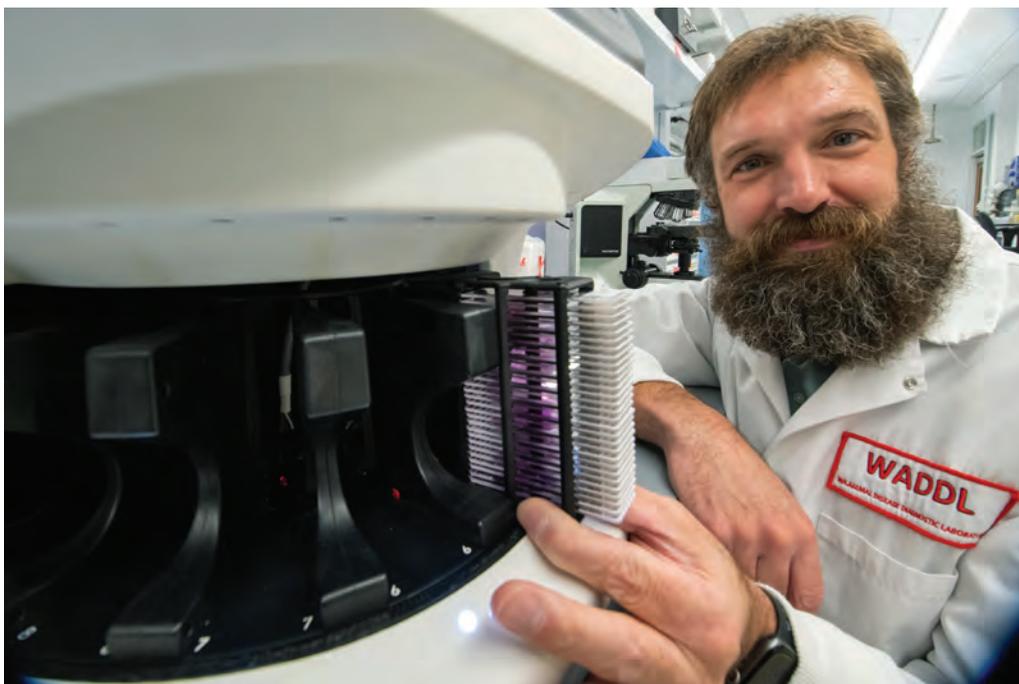


## Strategy

- Cultivate strategic partnerships that play to our unique strengths and resources

### Tactics

- o Support systems that help employees and students connect with industry professionals
- o Participate in industry groups to foster collaboration with strategic partners
- o Promote initiatives to external stakeholders to increase state, corporate, and private support
- o Develop and deliver on- and off-campus engagement opportunities for strategic partners and external constituents
- o Enhance community engagement by expanding outreach programs and services
- o Foster collaboration with local partners, including veterinarians, extension services, and K-12 schools
- o Provide science communication training to research faculty to tell our story to industry partners, legislatures, donors, and the general public
- o Encourage broad sharing of College stories with social networks through personal communication and communication channels of the day







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