College Strategic Plan 2014

Strategic plan – why?

Our stakeholders

students | clients | employees | animals | alumni | donors | partners | society
**Mission**
We improve the health of animals, people, and the planet through innovative and dedicated teaching, research, outreach, and clinical service. Through our actions, we empower the next generation of leaders to change the world.

**Vision/Tag Line**
Helping animals, people, and the planet.

**Values**
Team, Accountability, Collaboration, Transparency

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**ENHANCE VALUE TO THOSE WE SERVE (S)**

- Enhance educational opportunities and career services for all students. (S-1)
  - Sponsor: Dean Hendrickson and Ken Eldem

- Inspire, engage, and reward creativity, innovation, and success in teaching, research, and service. (S-2)

- Lead initiatives to solve major health issues confronting animals, people, & the environment. (S-3)

- Foster mutually rewarding, life-long partnerships with clients, alumni, donors, and industry. (S-4)

- Develop collaborations to enhance programmatic and demographic diversity. (S-5)

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**ACHIEVE OPERATIONAL EXCELLENCE (O)**

- Improve College-wide productivity and engagement. (O-1)

- Improve critical College processes and metrics for effectiveness and efficiency. (O-2)

- Increase and improve teaching, research, and service facilities. (O-3)
  - Sponsor: Thom Halley

- Optimize operational org structures and shared services. (O-4)
  - Sponsor: Barb Powers

- Ensure transparent leadership and shared governance. (O-5)
  - Sponsor: Chris Orton

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**ENSURE OUR FINANCIAL FUTURE (F)**

- Develop and communicate a financial model for long-term success. (F-1)
  - Sponsor: Sue Vandehoed

- Diversify funding sources and invest in new opportunities. (F-2)

- Increase private giving and actively steward funds. (F-3)

- Create new and strengthen existing relationships with state & federal legislators. (F-4)

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**CREATE THE ORGANIZATION OF CHOICE (C)**

- Make our College the higher education community of choice. (C1)

- Enhance collaboration and communication to improve creativity, productivity, and satisfaction. (C2)

- Build and support a culture of personal and professional development. (C3)
  - Sponsor: Gregg Dean

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*2015 Priorities will be in Green*
Our college is like a ship

• We sail together following our strategic map

• The map helps provide direction and leads us to our intended ports of call

• Work today greatly influences where our ship goes in years ahead
Strategic Plan ↔ Shared Values

• Strategic plan guides what we do
• Values characterize how we do it
• Values nurture a culture that inspires excellence in teaching, research, outreach, clinical service
What’s next? Get involved in Strategic Plan

- 6 strategic initiatives identified as highest priorities in coming years
- Each has an activity scope with an Executive Council sponsor and committees of faculty and staff
- Contact sponsor of strategic initiative that interests you {find names listed on maps}
AVMA – COE
CSU Accreditation - April 2015

• Veterinary Education Focus
• Every 7 years
• 5-day, on-site inspection
• 11 standards
• Things in progress:
  • Dean Stetter attended the MN CVM Inspection in April
  • Weekly meetings with subcommittees
  • Writing first draft of college self-assessment
Professional Veterinary Medicine Program

• PVM Steering Committee – Launched in February
• Associate Dean PVM Search
• Deadline for candidate applications: April 28
• Dr. Ken Blehm, AD for Undergraduate Education: chair
• Hope to announce new AD-PVM: middle of May
Colorado State University
Todos Santos Center

Announced April 2014

Satellite campus

Research and service learning in international setting of strategic interest to United States

Expand expertise and new student opportunities in:
- agriculture
- the environment
- natural resources
- health and human sciences
- veterinary medicine
As part of CSU Todos Santos Center our College is establishing a

New Global Health Opportunity

• A collaboration with an established spay-neuter program
• Benefits the community and its pets
• Provides our veterinary students with more opportunity to gain primary care & surgical skills
• Brings together faculty, students, alumni, and industry in unique educational setting
Video

Todos Santos: The student experience

Watch the Todos Santos video on YouTube: https://www.youtube.com/watch?v=-azfLHhL6DU
CSU One Health Initiative

- Posting for Director of One Health
- Cross-campus One Health faculty retreat
- One Health Dinner lecture series
- One Health Seed grant program
Think about it

New bachelor’s degree program in

Neuroscience

• Starts fall 2014
• Only program of its kind at a public university in Colorado
• Builds on CVMBS competitive strength
• Our fourth undergrad degree program (joining biomedical science, microbiology, environmental health)
• In line with strategic initiative: “Enhancing educational opportunities and career services for all students.”
Facilities update: Anatomy expansion

Cost estimate: $18 million

Funding: UFFAB / Central Administration / Philanthropy / WICHE

Purpose: Expand capacity for high-demand teaching program; separate facilities for human and animal specimens

Timing: 2015 - 2016
Facilities update: James L. Voss Veterinary Teaching Hospital
Ongoing reconstruction projects

Total proposed service remodel gain: 34,000 square feet

Purpose: Dramatically upgrade operations, teaching, and clinical facilities; align services for efficiency and effectiveness

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost Estimate</th>
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<tbody>
<tr>
<td>Central Supply</td>
<td>$1.6 million</td>
</tr>
<tr>
<td>2 Teaching Labs</td>
<td>$1.2 million</td>
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<tr>
<td>Orthopaedics</td>
<td>$800,000</td>
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<tr>
<td>Neurology</td>
<td>$500,000</td>
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<tr>
<td>Small Animal</td>
<td>TBD</td>
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<tr>
<td>Rehabilitation</td>
<td>TBD</td>
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*Now under way; August completion*
Facilities update:
Equine Veterinary Teaching Hospital

Purpose: Build state-of-the-art facility and increase service capacity in an area of university strategic advantage; provide home base for proposed CSU Equine Institute

Estimated cost: $40 million

Funding: Philanthropy and Clinical Service Revenue (Bond)

Timing: 2016
Growing collaborations with Japan

Radiation as a cause and a cure for cancer

New educational collaborations:
- Residency program
- Fukushima Student Ambassador Program
  - For students in Health Physics Graduate Programs
  - Purpose: Understand human impact of radiation crisis
Colorado State University President Tony Frank, foreground, speaks in early April at a meeting in Tokyo with U.S. Ambassador to Japan Caroline Kennedy. Dr. Jac Nickoloff, far right, was part of the CSU delegation.

CSU meeting with U.S. Ambassador to Japan in early April

- **Pitch big idea:** Build first U.S. carbon-ion radiotherapy treatment facility in Denver, offering new treatment option to cancer patients

- **Partners:** CVMBS radiation and cancer experts, University of Colorado Anschutz Medical Campus, Colorado Governor’s Office, National Institute of Radiological Sciences in Chiba, Japan
Video

Fukushima Student Ambassadors Program: The student experience

Watch the Fukushima Student Ambassador video on YouTube: https://www.youtube.com/watch?v=-cR_6doRLU4
Congratulations!

Patents issued for research-based technologies

Dr. Randall Basaraba
Dr. Helle Bielefeldt-Ohmann
Joint project, Department of Microbiology, Immunology, & Pathology

Identifies a product from *M. tuberculosis* that has potential to change cellular metabolism of the host cell, important because it represents a novel therapeutic target.

Dr. Thomas (Tod) Hansen
Dr. Natalia Smirnova
Joint project, Department of Biomedical Sciences

Describes surrogate markers that can be detected in blood to distinguish and biocontain bovine pregnancies carrying fetuses that are persistently infected with a *Pestivirus* called bovine viral diarrhea virus.

Dr. Terry Nett
Department of Biomedical Sciences

Describes a genetically engineered form of cell-killing protein that can be chemically linked to a molecule/hormone that will target the protein to destroy a particular cell type, i.e. cancer cells or reproductive cells.
Congratulations retiring colleagues
Thank you for your service and dedication!

Dr. Patrick Brennan
Professor
Department of Microbiology, Immunology, & Pathology

Dr. Juliet Gionfriddo
Professor
Department of Clinical Sciences

Dr. Chester Moore
Professor
Department of Microbiology, Immunology, & Pathology
Introducing a new annual tradition

Shared Values Recognition Awards

To highlight and thank faculty and staff who embody our values of

Transparency | Accountability | Collaboration | Team
Congratulations to all our nominees for embodying our values and working to make our College great!

<table>
<thead>
<tr>
<th>Elaine Andersen</th>
<th>Candice Hastings</th>
<th>Jocey Pronko</th>
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<tbody>
<tr>
<td>Cindy Arrieta</td>
<td>Kurt Hazenfield</td>
<td>Lani Rathcke</td>
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<tr>
<td>Ken Blehm</td>
<td>Dean Hendrickson</td>
<td>Heidi Runge</td>
</tr>
<tr>
<td>Karlie Braley</td>
<td>Lisa Jackson</td>
<td>Alan Schenkel</td>
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<tr>
<td>Jane Carman-Wharry</td>
<td>Janet Janke</td>
<td>Edit Szalai</td>
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<td>Jeremiah Easley</td>
<td>Lesley Jones</td>
<td>Mike Tamkun</td>
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<tr>
<td>William Hanneman</td>
<td>Erin Napier</td>
<td>Becky Trentlage</td>
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<tr>
<td>Tod Hansen</td>
<td>Audrey Oberlin</td>
<td>Linda Vap</td>
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<td>Julie Wright</td>
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Thank you to everyone who nominated a colleague
A wonderful way to celebrate and encourage our values!

<table>
<thead>
<tr>
<th>Kristine Bennett</th>
<th>Juliette Hart</th>
<th>Audrey Oberlin</th>
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<tbody>
<tr>
<td>Kristen Brown</td>
<td>Connie Heighes</td>
<td>Erin Reichert</td>
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<tr>
<td>Patricia Cole</td>
<td>Shane Hentges</td>
<td>Lynne Shanahan</td>
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<tr>
<td>Kristen Davenport</td>
<td>Pete Justice</td>
<td>Erica Suchman</td>
</tr>
<tr>
<td>Gregg Dean</td>
<td>Marie Legare</td>
<td>Jen Suddreth</td>
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<tr>
<td>Felix Duerr</td>
<td>Lisa McCann</td>
<td>Kelly Swetich</td>
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<tr>
<td>Jenifer R Gold</td>
<td>Valerie Moorman</td>
<td>Rachel Timmons</td>
</tr>
<tr>
<td>Maura Green</td>
<td>David Mornes</td>
<td>Becky Trentlage</td>
</tr>
<tr>
<td>Gail Gummingger</td>
<td>Brad Nelson</td>
<td>Paula Vanderlinden</td>
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<tr>
<td>Christine Hardy</td>
<td>Gene Niles</td>
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</table>
Thank you to the Recognition Committee for taking the time to help honor our outstanding colleagues!

Kinda Carpenter
Christy Conrad
Pony Davis
Megan Elliott
Lubka Jacobs
Beatrice Meyer-Parsons
Audrey Oberlin
Greg Suniga

The CVMBS Office of Human Resources encourages you to get involved in our new annual tradition by nominating someone next year – or by serving on our Recognition Committee!
Transparency: Lack of hidden agendas and conditions, accompanied by the availability of full information required for collaboration, cooperation, and collective decision-making

Dr. Ken Blehm
Associate Dean for Undergraduate Education

From the nominator: “Ken openly and honestly shares his well-thought viewpoints, which comes from a place of wanting to improve our college and university. He values the contributions of others, regularly asks for input, and encourages new ideas. He is respectful of other viewpoints and establishes an environment where it’s safe to openly discuss different opinions and come to a consensus.”
Accountability: A willingness or obligation to accept responsibility, to account for actions and activities, and to disclose the results.

From the nominator: “Since joining the team, Lani has made an impact with Equine Surgery – and with the entire hospital. She has been instrumental in challenging all of us to re-think how we go about our work while maintaining a clean and safe environment. This is in addition to all the job duties she performs every day. Lani is an engaged and accountable employee who cares deeply about her work and the quality of her efforts.”

Lani Rathcke
Animal Care, Equine Surgery Team
Veterinary Teaching Hospital
Collaboration: People and units working together to achieve a common aim

Karlie Braley
Research Associate
Department of Biomedical Sciences

From the nominator: “Karlie recently dramatically increased her workload and responsibility by taking on administrative duties and fiscal coordination for the Feed the Future Innovation Labs, which manage a $15 million, five-year research grant from USAID. She has improved administration by collaborating with other CSU colleges and departments. Quite notably, she took the initiative to collaborate with project administrators at other universities to share best practices, and she also coordinates effectively with USAID.”
Team: A small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable

Jocey Pronko
Urgent Care Nursing Supervisor
Veterinary Teaching Hospital

From the nominator: Teamwork is Jocey’s middle name. She builds trusting relationships, and she knows how to bring people together to do great things. Rather than dictating how to complete a task – whether it is how to tap in an IV catheter or how best to handle a client telephone call – she explains the end goal of excellent client and patient care. She is a coach, facilitator of learning, and cheerleader all in one.
Overall: Awarded for demonstrating our shared college values of Transparency, Accountability, Collaboration, and Team during the course of work each day. Recognition for being truly TACT-ful!

Becky Trentlage
Business Officer
Department of Microbiology, Immunology, and Pathology

From the nominator: “Becky is actively pursuing implementation of the College’s shared values. She looks at impacts of decisions on all members of the departmental team, research teams, and academic teams. She has the ability to see short-term impacts and long-term visions. She strives daily to bring her team together to maximize efficiencies and effectiveness. She recognizes that strong teams are built on individual efforts and recognition of effort, no matter how small.”
Congratulations and thank you for helping our College strive for even greater excellence!

Don’t forget:
Email for comments, questions, and suggestions regarding the College Strategic Plan cmvbs-strategic-plan@colostate.edu

View:
Strategy Map and Activity Scopes to go with each Initiative highlighted for 2015 www.cvmbs.colostate.edu
→ Connect with the Office of the Dean
→ CVMBS Strategic Plan

Enjoy refreshments and time with colleagues!