The Ontario Veterinary College

CHARTING OUR COURSE

Developing a Strategic Plan for 2017-22
A Vision

To be a Leading College of Veterinary Medicine

Research • Education • Service • Outreach
One day Alice came to a fork in the road and saw a Cheshire cat in a tree. "Which road do I take?" she asked. "Where do you want to go?" was his response. "I don't know," Alice answered. "Then," said the cat, "it doesn't matter."

Lewis Carroll
“Alice Adventures in Wonderland”
1865
Strategic Planning: What Has It Done for Me Today?
Because it's 2015
Challenges …

Higher Education

Science

Shifting attitudes

Shifting roles

Shifting needs
Overview of Strategic Planning

• Mission
• SWOT analysis
• Vision for Change
• Critical strategic issues
• Action plans to achieve strategic priorities
• Implementation/communication/monitoring
How Will OVC Approach Strategic Planning?

Overview & Timeline

- Initial Engagement
- Survey stakeholders
- Retreat #1 (October 11-12)
- Interim Period (October-December)
- Retreat #2 (December or January)
- Prepare for implementation
- Finalize Action Plan (end of January 2017)
- Implementation (On-going)
Daniel Stone
Making Change Real

www.danielstone.com

Helping Organizations Change
so They Can Change the World.

Daniel is extraordinary in his capacity to bring compassionate
dialogue to the major issues facing humanity. Deepak Chopra
How Will OVC Approach Strategic Planning?

**Initial Engagement**
- Deans Council ✔
- Deans Advisory Committee ✔
- Survey for initial stakeholder engagement ✔

**Retreat #1** (October 11-12)
Internal and External Stakeholders
- Mission
- SWOT analysis
- Vision for change
- Critical strategic issues
- Organize for action planning
Key Internal Stakeholders
(to make sure it is OUR plan)

- Deans Council
- Faculty
  - Representing departments & HSC
- Veterinarians
- Staff
- Graduate students
- DVM students
Key External Stakeholders
(to inform the plan, and get buy-in and support)

- University / AHL
- Employers
- CVO / OVMA
- Chief Vet / OMAFRA / MTCU (MAESD)
- Research community
- Funding agencies / Pet Trust
- Industry / commodity groups
- Clients
- Referring veterinarians
- AVMA/CVMA COE
- Donors & alumni
How Will OVC Approach Strategic Planning?

Interim Period (October-December)
- Action teams prepare draft action plans

Retreat #2 (December or January)
- Review/finalize action plans

Prepare for implementation
- Accountability
- Communication
- Monitoring
How Will OVC Approach Strategic Planning?

**Finalize Action Plan** (end of January 2017)

**Implementation** (On-going)
For example …
- Pitch proposals to Dean’s Council for one-time or base funding
- Develop cases for fundraising and incremental funding proposals
- Develop proposals for external funding

**Monitoring and on-going communication**
Resources we can apply to new initiatives…

• MYP year 3 savings to reinvest
  • All proposed 3\textsuperscript{rd} year cuts will have been made by this fall
• Department contingency funding
• Realignment of positions following retirements
• Incremental funding from Provost
• Donors $\rightarrow$ focused priorities
• Grad growth money
• Revenue from expanding distance education offerings
• Hospital revenues
• Strategic partnerships e.g., industry research chairs

• And yes, there may be some things we do now that we need to let go
Proposals for new initiatives should reflect our final “action plan” priorities.
Next Steps

**SURVEY**  (due no later than September 26th)

http://ovc.uoguelph.ca/strategic-planning

To discuss any part of the process, please go to your relevant representative on Dean’s Council.

http://ovc.uoguelph.ca/office-of-the-dean/college-committees/deans-council

For background information on strategic planning, and for ongoing updates on our OVC planning process, including presentations and survey results, please go to this page:

http://ovc.uoguelph.ca/strategic-planning