Integrating Animal Human and Environmental Health
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EXECUTIVE SUMMARY

The Ontario Veterinary College (OVC) is at an exciting juncture as it moves towards its 150th anniversary in 2012. We continue to advance towards our goal of being a defining voice that integrates animal, human and environmental health. Major initiatives include:

**Maintaining Full Accreditation** is an imperative for OVC. The Canadian Veterinary Medical Association and American Veterinary Medical Association have granted us full accreditation for the next 7 years. It is important that we maintain our momentum with on-going renovations to our facilities and we address the recommendations of the site review team. These recommendations are addressed in many of the initiatives detailed in this plan.

The creation of the **Ontario Veterinary College Health Sciences Centre** will extend and amplify our message that veterinary medicine has a major role to play in not only animal health but human health as well. The OVC Health Sciences Centre will include a number of on-going and proposed initiatives. Some of these initiatives are encompassed within the Infrastructure Ontario proposal outlined below while others are outside of the scope of this proposal. In early summer 2008, the OVC and the University of Guelph were asked by the Ministry of Training, Colleges and Universities to consider renewal of OVC through Infrastructure Ontario. This required creation of both a master plan for enhanced OVC facilities and a business plan to optimize the use of these new facilities. The $378 million infrastructure project will see renovation and expansion of the current OVC Teaching Hospital into a teaching and specialty referral medical complex and the development of new centres, such as the primary healthcare centre and the equine sports medicine and reproduction centre. Architects and consultants met with more than 30 internal groups. This interaction led to the development of definitive research, client care, teaching and operating environments to ensure that the OVC Health Sciences Centre encompasses the full spectrum of healthcare, teaching, and research. These facilities and the program initiatives that would support them in the areas of strategic planning, campaign/development, information systems and communications and marketing are described later in the plan. There is already a great deal of construction underway at the OVC: In May 2009, construction began on the Hill’s Pet Nutrition Primary Healthcare Centre, which will be complete in 2010, and the new Large Animal Isolation Unit was officially opened in summer, 2009.

Construction began in 2008 on the new **Pathobiology-Animal Health Laboratory building**. This building provides new opportunities for interaction between OVC and the AHL and will improve the use of space within the College. The facility located on Gordon Street will house new classrooms (a 120-seat lecture theatre, two 60-seat seminar rooms and a 60-seat teaching laboratory), the Department of Pathobiology offices and research laboratories and the University’s Animal Health Laboratory.

The **U of G Centre for Public Health and Zoonoses** (CPHAZ) co-ordinates existing and promotes new collaborative and interdisciplinary research activities to enhance our capacity to solve problems and implement solutions in public health at the human-animal-environmental intersection. CPHAZ includes faculty from OVC, the University, and from government agencies and industry. It recently moved into the historic McNabb House on the OVC complex and some facilities for CPHAZ are part of the Infrastructure Ontario initiative.

A **Masters of Public Health (MPH) program** is expanding the pool of highly qualified personnel in the field of public health. The first class started in September 2008. With CPHAZ and the MPH, scientific discoveries in public health will ultimately influence public policy and legislation because of the relevance of the research and training, including important aspects of public policy.
The **U of G Institute for Comparative Cancer Investigation** (ICCI) is in its early stages of operation. It will provide comprehensive cancer care for animals, expand interdisciplinary cancer research across the university and train future cancer healthcare specialists and cancer scientists. The ICCI includes a network of cancer investigators from OVC and across the University. Evidence-based discoveries will benefit both people and animals. The ICCI will provide an integrated approach to cancer studies in ways that cannot be done by researchers, who work solely in a human health environment. Facilities for ICCI are part of the Infrastructure Ontario initiative.

The **U of G Neuroscience Graduate Program** provides students the opportunity to do research and complete MSc and PhD degrees in Neuroscience – one of the fastest growing areas of research today. This approved intercollegiate university program involves collaboration between the College of Social and Applied Human Sciences, the College of Biomedical Science and the OVC.

Research is a fundamental strength of OVC. In order to sustain areas of research focus and identify new revenue sources, the Associate Dean of Research and Innovation and the OVC Research Committee are reviewing all College research activities to identify the current and emerging research strengths within OVC. The group will work to create an attractive research environment and investigate other incentives to attract, retain and sustain talented researchers. OVC will identify new revenue sources through avenues such as international collaboration and commercialization.

A focus on maximizing Learning throughout all of OVC ensures that all students, staff and faculty have the skills, knowledge, aptitudes and attitudes they need to succeed. It addresses diversity issues, assessing and enhancing our student’s engagement in their learning, improving learning facilities and advanced learning technologies, and collecting and preserving our 150-year history. It includes increasing the number of international students in the DVM program from five to 15 per year over the next few years, as well as the OMAFRA-funded Clinical Skills Facilities.

As we strive to become the defining voice for veterinary health science, all of these important initiatives are essential to our whole vision – Integrating Animal, Human and Environmental Health.
OVERVIEW

The Ontario Veterinary College (http://www.ovc.uoguelph.ca/) founded in 1862, is the oldest veterinary college in Canada and the United States and will celebrate its 150th anniversary in 2012.

One of the founding Colleges of the University of Guelph, the OVC is the only veterinary college in Ontario and is located within a highly-regarded, comprehensive university, in the most populous region of Canada and in close proximity to numerous medical and agricultural research facilities. Our alumni span the globe, working in universities, private practices, industry, government and other agencies.

The College is focused on improving health – the health of animals, humans and the environment and is concerned with all animal species, including agricultural animals, companion animals and wildlife. The broad methods used to achieve this vision are threefold – learning, research and healthcare.

The OVC’s 150th anniversary comes at a critical juncture in our evolution. The anniversary will serve as a platform from which to communicate our goal to be a defining voice for veterinary health science in this province and Canada and beyond. Our vision and mission are clear.

Our Vision

A world leader, integrating animal, human and environmental health through innovation, excellence and societal relevance.

Our Mission

Educate veterinarians and scientists, create new knowledge and provide expert services to improve the health and well-being of animals, people and the environment.

Our Motto

Opus Veterinum Civibus: The Craft of the Veterinarian is for the Good of the Nation.
Structure and Funding

The College is fully accredited by the Council on Education of the American Veterinary Medical Association (AVMA) and Canadian Veterinary Medical Association (CVMA) based on annual reports and a comprehensive review every seven years, the last being in February 2009.

Currently there are 118 faculty and 416 staff who support the activities of the four academic departments (Biomedical Sciences, Population Medicine, Clinical Studies and Pathobiology) and the OVC Health Sciences Centre.

Base funding for the OVC comes from the Ontario Ministry of Training, Colleges and Universities (MTCU) and the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), including the Veterinary Clinical Education Program (VCEP). Research funding is expanding, with external funding from the Natural Sciences and Engineering Research Council, the Canadian Institute of Health Research, the Canadian Foundation for Innovation and the Canada Research Chairs program. Other research funding comes from industry, including animal health companies, and commodity organizations and from private contribution to OVC, OVC Pet Trust Fund http://www.ovc.uoguelph.ca/pettrust/, Equine Guelph http://www.equineguelph.ca/ and the OVC Alumni Association http://www.ovc.uoguelph.ca/alumni/ovcaa/.

Academic Programs

- Innovative four-year professional DVM program (480 student capacity). On average, greater than 70% of the successful applicants to the program have completed at least part of their pre-veterinary education at the University of Guelph.

- MSc, MPH, PhD and DVSc graduate programs with about 260 students.

- Clinical specialists-in-training programs, including one-year internships and DVSc graduate students with a residency component in their program, which meets the education and research requirements for board certification in a variety of clinical specialty colleges.

- OVC also provides essential components of many University of Guelph undergraduate degree programs. Approximately 700 BSc Major students are registered in the Bio-Medical Science BSc program, which is jointly managed by the OVC and the College of Biological Sciences. In addition, OVC faculty participate in the delivery of the Toxicology BSc program with three other colleges. OVC faculty teach in more than 75 non-DVM courses with enrollment of more than 6,400 students.

- The Summer Leadership and Research Program, an intensive one-on-one and small group learning experience for undergraduate students designed to nurture their interests in graduate work and research careers. Every year more than 50 DVM and BSc students participate in this program.

Ontario Veterinary College Health Sciences Centre

The OVC Health Sciences Centre (OVCHSC) will transform the current campus into a unique place that integrates animal, human and environmental health. The new OVCHSC will allow
OVC to enhance its current healthcare facilities and to expand its role as a world-class centre for advanced study that attracts top professionals from around the globe. It will provide increased research to expand knowledge of and detection and control of diseases. Additionally, it will ensure healthy farm animal production and a safe food supply. OVCHSC provides for expanded veterinary involvement in ecosystem health and opportunities to work collaboratively to study and understand complex systems.

Functional Areas

The OVC is an important foundation for life sciences education and research at the University of Guelph; we build on interdisciplinary approaches to create progressive scientific discoveries that play a role in Changing Lives and Improving Life. OVC is working to strengthen existing collaborations and build new relationships across departments, colleges, universities, agencies and industries. Our Integrated Plan is based on four functional areas:

1. **Translational Biomedical Discovery**: The animal-human health link; translating fundamental research into practical biomedical applications for animals and people.

2. **Public Health and Animal Population Health**: The challenges of disease at the intersection of animal and human populations and the environment. OVC and the veterinary profession are in the forefront of many of the critical health and economic issues facing modern society, such as emerging and chronic diseases, zoonoses and pandemics and food safety.

3. **Individual Animal Health and Welfare**: Improving healthcare for animals and service delivery for animal owners and referring veterinarians. OVC is committed to discovering new diagnostic procedures and treatments for our patients and preserving the bond between people and their animals.

4. **Maximizing Learning**: Ensuring all our graduates have the skills, knowledge, aptitude and attitude they need to succeed where there is increasing demand for comparative scientific expertise and unique approaches to solving problems confronting Ontario, Canada and the world.
STRATEGIC INITIATIVES – Progress Report/Future Plans

A. Maintain Full Accreditation

In March 2009, OVC again achieved full accreditation as determined by the AVMA/CVMA site review team. These two organizations represent the highest standard of achievement for veterinary medical education in the world. In the accreditation process, a veterinary college is reviewed to determine whether it meets 11 accepted standards of quality as developed by the Council of Education of the AVMA. The accreditation process focuses on the Doctor of Veterinary Medicine program and the institutional resources, infrastructure and personnel that support it. An institution or program is deemed fully accredited. Graduation from a fully accredited institution permits graduates to take the national licensure examination for professional practice in Canada and the USA.

To ensure that Accreditation remains a high priority for OVC, the recommendations from the 2009 Accreditation Report will be incorporated into a work plan to ensure accreditation concerns are addressed systematically each year.

Accomplishments to date:

• Construction underway for Pathobiology/AHL Building
• Most critical maintenance and repair work completed in time for site visit
• Deficiencies in 1950s classrooms corrected including renovation of one classroom (painting, replacing seats, etc).
• Classrooms planned for Pathobiology and AHL building to replace/augment existing teaching space
• Self-study documents submitted to AVMA/CVMA December 1, 2008; site visit February 2009; full accreditation received March 2009.

Milestones 2009-2010:

• Develop a work plan to maintain accreditation that addresses key points raised in 2009 accreditation recommendation report, including:
  • Develop on-going maintenance and renovation schedule for infrastructure
  • Develop on-going standardized information collection and reporting process
  • Increase fund-raising personnel and activities
  • Initiate DVM program review
  • Create strategic plan for OVC Health Sciences Centre
  • Review faculty retention strategy

OVC will also manage on-going budget challenges within the University and the College. This will include identifying opportunities for administrative efficiencies within the units, possibly centralizing some functions and ensuring optimal operating efficiencies by the current OVC Teaching Hospital. We will also review course delivery methods to most effectively use resources.
In 2008, the OVC entered into an agreement with the University of Guelph to increase its international student complement from five to 15. During 2009, we will implement methods to achieve a full complement of international students in each phase of our program.

**Milestones 2009-2010**

- Identify and implement administrative efficiencies, including course delivery
- Create and implement marketing plan to attract more international students to the DVM program

**B. Ontario Veterinary College Health Sciences Centre**

The Ontario Veterinary College Health Sciences Centre will extend and amplify our message that veterinary medicine has a major role to play not only in animal health but also in human health as well. Many clients look to the OVC Teaching Hospital as the place to go for excellent veterinary care. Creating the OVC Health Sciences Centre captures and enhances current redevelopment and expansion of the Small and Large Animal Clinics. In addition, it creates a ‘big idea’ that is attractive to current and potential donors and stakeholders.

1. **OVC Health Sciences Centre – Infrastructure Ontario/Ministry of Training, Colleges and Universities**

The OVC and the University of Guelph are working to provide the Ministry of Training, Colleges and Universities with a proposal that, if approved, would be submitted to Infrastructure Ontario [http://www.infrastructureontario.ca/en/index.asp](http://www.infrastructureontario.ca/en/index.asp). This proposal will see renovation and expansion of the current OVC Teaching Hospital into a teaching and specialty referral medical complex and the development of new centres, such as the primary healthcare centre and the equine sports medicine and reproduction centre.
OVC faces challenging times in veterinary education to maintain and expand current programs, recruit and retain faculty in a competitive marketplace and develop new initiatives to meet the rising expectations of the animal-owning public. With these challenges come opportunities to redefine how veterinary medicine is taught, and, at the same time, protect our programs and attract the best talent in the world to educate our future veterinarians and biomedical scientists. The new OVCHSC will be built with mechanisms to increase and diversify our caseload and revenue, while maintaining high-quality learning opportunities.

The OVCHSC will be the common linkage within OVC. It is a point of arrival and an image by which we define the future of veterinary medicine, education and research. It is a place where people want to work, research, teach and provide service.

Architects and consultants with specialties in veterinary teaching hospitals and medical centres were retained to assist OVC in creating the Health Sciences Centre and an accompanying business plan. More than 30 common interest groups of faculty and staff were created and worked to define optimal research, healthcare, teaching and operating environments to ensure that the OVC Health Sciences Centre will encompass the full spectrum of healthcare, teaching and research.

The proposal was submitted in February 2009 and discussions are ongoing. The next steps would include a tendering process, which would be conducted by Infrastructure Ontario through an alternative financing and procurement model. If the proposal is successful, OVC would see major construction begin rapidly. If provincial funding is not forthcoming, the OVC is committed to implementing the plan in phases.

2. **Strategic Plan for OVC Health Sciences Centre**

With the creation of the OVC Health Sciences Centre, OVC identified the need for an Associate Dean, Administration and Chief Operating Officer, OVC Health Sciences Centre. A position description was developed, approval for the position received and recruitment undertaken. The successful candidate will begin in mid-August 2009.

During 2009, we will create a strategic plan that will include administrative, operational and financial plans for the Health Sciences Centre.

**Benefits**

- Pursuit of the OVC Health Sciences Centre concept was endorsed by the accreditation site team and highlighted in their recommendation report
- Creates a roadmap for operations and implementation
- Supports business plan for MTCU/IO proposal

**Milestones 2009-2010**

- Develop strategic plan for OVCHC
- Develop priorities and contingency plan if IO proposal is not approved
- Develop a budget for OVC Teaching Hospital
3. **Campaign Plan – Highlights**

Development initiatives focused on OVC priorities will be part of the overall University of Guelph campaign effort. We believe these elements are compelling aspects of the case in support of the OVCHSC. We will be working with the university and with volunteers, industry, individual donors and private foundations to build relationships around areas of common interest. We see increasing levels of interest and support for all areas of the campaign. Our objective is to organize a campaign that can harness this support and help us achieve our programmatic goals. Some of the campaign highlights include:

- **Equine Sports Medicine and Reproduction Centre**
  
  This facility will provide a continuum of care that promotes peak athletic and reproductive performance in a separate and specialized space to exclusively serve the needs of equine athletes with direct access to top OVC specialists. The facility will offer advanced diagnostic lameness evaluation and improved ability to evaluate horses in an enclosed all-weather riding arena. It will contain state-of-the-art diagnostic equipment, including a high-speed treadmill, to help detect performance-limiting lameness, respiratory and cardiovascular problems. Reproduction services will include fertility evaluation, semen freezing and embryo transfer. Almost $1M of the $6M needed for Phase I construction of the equine sports medicine complex has been raised.

**Benchmarks 2009-2010**

Fund-raising is focused on Phase I facilities, endowed positions, and equipment.

- **Animal Cancer Centre/ICCI** (with significant funding from OVC Pet Trust Fund [http://www.ovc.uoguelph.ca/pettrust/](http://www.ovc.uoguelph.ca/pettrust/))

  The creation of the OVC Animal Cancer Centre has been greatly assisted by the OVC Pet Trust Fund, which has been actively fundraising with a goal of $10 million since 2006. The campaign has reached more than 60% of its goal and the plan to create the cancer centre is coming into clear focus with plans to begin construction on Phase I in 2010. The centre will provide surgical, medical, radiation, and investigational therapies; strong clinical cancer research and translational research bridging basic and clinical research; innovative cancer treatments involving clinical trials; training and education of veterinarians, specialists and technicians; cancer information services and community education.

**2009-2010**

Fund-raising is focused on creation of the Animal Cancer Centre, purchase and installation of a linear accelerator, and adding essential personnel.

- **Intensive Care Unit/Intermediate Care Unit** – Fund-raising is focused on renovations of current unit and addition of the intermediate care unit, including area for clients to visit with their hospitalized pets, and equipment

- **Grateful client program**
**Benchmarks 2009-2010**
We will work to ensure that protocols are in place to capture the gratitude felt by clients after their visits to the OVCHSC. This includes building staff and faculty awareness and training.

- **Individual donors/smaller items**

**Benchmarks 2009-2010**
Develop a process to identify a list of items of needed by the OVCHSC units at various levels of giving in order to meet the needs of our donors and alumni who want to support a specific piece of equipment or program and to build esprit-de-corps within the faculty and staff.

- **Public Health/Animal Population Health**

**Benchmarks 2009-2010**
Raise funds for graduate fellowships and research support

**Overall Milestones 2009-2010**
- Develop campaign plan in concert with UofG campaign
- Identify and gain approval for all giving opportunities with OVCHSC

4. **Communications and Marketing for OVC Health Sciences Centre**

The clinical aspects of the OVCHSC require a significant caseload in order to provide the revenues to support healthcare, teaching, and research. A communications and marketing strategy will be created to leverage initiatives, activities and clinical services offered by the OVCHSC to referring veterinarians and the public. The plan will include visual identification for the complex, outreach to referring veterinarians and a public relations campaign for the public. Special emphasis will be placed on social marketing initiatives and the creation and optimization of the OVCHSC website.

**Milestones 2009-2010**
- Create communications and marketing strategy
- Prioritize implementation of plan initiatives

5. **Core Imaging Facility and Picture Archival Communication System**

The core imaging facilities in the OVC Health Sciences Centre house state-of-the-art imaging equipment and puts OVC at the forefront of veterinary imaging for patient care, learning and research. All equipment in the Core Imaging Facility is fully digital and includes conventional x-ray, fluoroscopy, MRI, CT, ultrasound and nuclear scintigraphy.

A Picture Archival Communication System (PACS) collects all digital material, such as images, patient demographics, exam information and interpretations and then archives the information.
This integration not only eliminates the need to re-enter data, but allows radiologists and clinicians to review findings quickly and be able to present them to students and clients.

**Milestones Complete**
- Renovations of an old large animal surgical room into the CT suite, equine anesthetic induction/recovery room; control room, conference room, viewing area for students completed
- Office area, new x-ray room and adjacent spaces completed
- Flooring of the induction stall completed

**Milestones 2009-2010**
- PACS fully functional PACS integration with Hospital Information Management System complete

**6. Hospital Information Management System**

OVC entered contractual partnerships with Hamilton Health Sciences (HHS) and Meditech Medical Information, Inc. to create a ‘best of breed’ veterinary hospital information management systems. Much of 2008 was spent in planning for the system, which has modules such as accounting, material management, accounts payable, health information and quality management, scheduling and referrals, patient care, pharmacy, imaging and diagnostics. It will also have an interface with the Animal Health Laboratory.

**Milestones Complete**
- Signed agreements/contracts with HHS and Meditech
- Upgraded computers throughout hospital
- Team training and installation underway
- Seconded super users from staff to lead installation efforts

**Milestones 2009-2010**
- System in place by September 2009 for testing
- Implementation of entire system in January, 2010

**7. Large Animal Isolation Unit**

Construction is completed on the state-of-the-art Large Animal Isolation Unit, funded by a federal infrastructure grant to the four veterinary colleges from Agriculture and AgriFood Canada with the support of OMAFRA and the University. The facility allows us to separate patients with infections, including zoonotic and antibiotic resistant infections, from other hospitalized large animals.

**Milestones Complete**
- Construction complete
8. Equine Sports Medicine and Reproduction Centre

The Equine Sports Medicine and Reproduction Centre will highlight and enhance our expertise in the diagnosis and treatment of performance limiting problems and in fertility and reproduction. The Centre will provide direct access to OVC specialists with a focus on service to owners, trainers and veterinarians. It builds on the strengths of existing programs and will provide opportunities to develop new areas of expertise. Research to solve critical problems in performance and reproduction will be facilitated, as will an increased outpatient caseload for teaching.

It will support Ontario’s multi-billion dollar equine industry, which includes the fourth largest racing jurisdiction in North America. Phase I includes the performance component, while Phase II focuses on the reproduction component. Project planning and finance is included in the Infrastructure Ontario initiative and conceptual drawings are now complete. It is included in the OVC campaign.

Milestones Complete

- Conceptual drawings complete
- Included in the OVC Campaign – for infrastructure, endowed positions, and equipment

Milestones 2009-2010

- Specific fund-raising activities conducted (e.g., Equi-Challenge)
- Architectural drawings for Phase 1 initiated

9. The Animal Cancer Centre (ACC)

The ACC is a core component of the Institute for Comparative Cancer Investigation http://www.ovc.uoguelph.ca/icci/. It will be the centre for cancer diagnosis and treatment for dogs and cats in this region and beyond. The ACC will include diagnostic and treatment rooms, such as chemotherapy, client counseling space and clinical research laboratories. Installation of a linear accelerator for modern radiation therapy is essential. Project planning and finance are included in the Infrastructure Ontario initiative.

Milestones Complete

- Funding from Pet Trust in place to hire a technician for three years to coordinate activities related to establishment of a tumor bank
Milestones 2009-2010

- Complete plan for use of currently available ACC funds within Pet Trust
- Create a business plan for growth and operations of ACC
- Develop client support materials to provide information on chemotherapy
- Begin architectural planning for creation of Phase I of ACC within vacated Pathobiology space
- Hire medical oncologist
- Hire surgeon to supplement surgical service so that one surgeon can devote full effort to surgical oncology
- Complete search and hire cancer biologist/medical oncologist
- Begin training program for intern and for medical oncology DVSc
- Upgrade software and training to improve radiation oncology planning procedures
- Begin campaign for linear accelerator

10. Hill’s Pet Nutrition Primary Healthcare Centre

Our goals for the Hill’s Pet Nutrition Primary Healthcare Centre (PHC) include creating the model for companion animal primary healthcare and service delivery for the 21st century; creating new learning opportunities for student veterinarians, visiting veterinarians and staff; establishing industry partnerships that provide value to OVC and to industry partners and to create a financially self-sustaining facility. Development of the initiative is focused on four key areas: Finance, Building, Programs and People.

Finance: We continue to seek financial support of this, and other key initiatives, at OVC. In 2008, The Province of Ontario committed $9.5 million and Hill’s Pet Nutrition announced a $5 million contribution to the Primary Healthcare Centre. Many industry partners have recognized the PHC as an important opportunity for them to become involved with OVC and the UofG. A five-year draft of the operating budget and revenue expectations has been created, which will be refined in 2009-10 as we further define programs, curricular activities and human resource requirements.

Building: The sod turning event took place in May 2009. A building committee worked with an architectural firm to complete plans for the new centre. Architects and others working on this initiative held meetings with various experts including staff, faculty and students at OVC, as well as private practice clinicians, to learn best practices and an efficient service delivery model in this unique centre. The building is expected to be complete in 2010.

Programs: Eight integrated programs have been defined under the umbrella of Preventive and General Medicine: Nutrition, Behaviour, Rehabilitation, Communications, Public Health, Good Citizenship, Research and Animal Welfare. Goals have been defined for each of these programs, and we continue to develop the curricular activities for our students across all four years of the DVM program.

People: In 2009-2010, we will identify key positions, along with roles and responsibilities for the Centre. Effective leadership by a cohesive healthcare team will be critical to the success of educating students from OVC and around the world and defining how primary healthcare could be taught in veterinary medicine.
We are also looking at ways to engage our alumni in the new centre: from creating space for learning to sharing knowledge on primary healthcare service delivery.

Milestones Complete

- Business plan to demonstrate financial sustainability; financial model created that identifies cash flow, operating revenues and capital cost projections for the next 10 years
- Announced funds from Province of Ontario and Hill’s Pet Nutrition
- Architectural programming, sketches and construction design completed with the input of faculty, staff, students and a veterinary architect
  - Obtain Curriculum Committee approval
- Completed/finalized architectural drawings
- Tendered construction
- Groundbreaking, construction begins

Milestones 2009-2010

- Finalize PHC programs, SOP’s, schedules, personnel plans
- Finalize curriculum for the Centre, with Phase 4 students starting in summer 2010
- Explore additional collaborative opportunities for registered veterinary technicians and international veterinarians
- Acquire equipment (install as building is completed)
- Establish PHC Advisory Board
- Veterinarians/Technicians/Receptionists hired early in 2010
- Computerized medical record established with integration of programs
- CVO Accreditation obtained
- Ribbon Cutting – Grand Opening

11. Centre for Comparative Anatomy – Phase 1

The UofG has begun renovations to 10,000 square feet of space to consolidate the teaching of human, veterinary and biomedical anatomy courses taught at the University. Human anatomy program activities currently in the Powell building will move in stages over the fall to the renovated space. The relocation will provide space better suited to the health and safety need of human anatomy teaching. DVM students take a course in comparative animal anatomy in Phase I and Bio-Medical Sciences students take either human or mammalian anatomy in their third year.

Milestones Complete

- Planning process complete
- Project announced to OVC community

Milestones 2009-2010

- Construction begins summer 2009
C. Pathobiology and Animal Health Laboratory Building

Construction began in 2008 for the new Pathobiology-Animal Health Laboratory building. This building provides new opportunities for interaction between OVC and the AHL and will improve the use of space within the College. The facility located on Gordon Street will house new classrooms (a 120-seat lecture theatre, two 60-seat seminar rooms and a 60-seat teaching laboratory), the Department of Pathobiology offices and research laboratories and the University’s Animal Health Laboratory.

Although the new building will not increase available square footage for Pathobiology and the AHL, it will capture efficiencies of modern research, teaching and diagnostic laboratory design and will enhance interdisciplinary interaction and graduate student learning. Consultants are confident that the design will offer an optimal environment, particularly in respect to the movement of specimens and people in the AHL/Pathobiology interface.

Milestones Complete

- Site preparation complete
- Design development, value engineering and budget refinement
- Contract documents, approval and permits
- Bidding/negotiations, contract
- Construction started September 2008

Milestones 2009-2010

- Develop naming opportunities for spaces within building
- Develop plan for move into the new building (construction complete in 2010)
- Plan official opening/ribbon cutting for the new building

D. Centre for Public Health and Zoonoses

The University of Guelph Centre for Public Health and Zoonoses (CPHAZ) http://www.ovc.uoguelph.ca/cphaz/ co-ordinates existing, and promotes new, collaborative, interdisciplinary research activities designed to enhance our capacity to solve problems and implement solutions in public health at the human/animal interface throughout Canada and the world.

The initiative brings together a consortium of researchers from the University of Guelph, the Public Health Agency of Canada, the Canadian Cooperative Wildlife Health Centre, the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), the National Laboratory for Zoonotic Diseases and Special Pathogens and others.
The Centre supports the advanced education of students, veterinarians and scientists to help meet the growing need for expertise in public health and zoonoses and in sound policy and decision-making in the public health sector.

**Milestones Complete**

- Centre Director, public health bacteriology and public health positions filled (Sargeant, Weese, Papadopoulos)
- Clarified goals, developed mandates, articulated roles and accountabilities and established preliminary timelines for CPHAZ
- Initial recruitment of OVC, AHL and UofG faculty.
- Established regular meetings for grad students
- Director of CPHAZ named a CIHR Chair in Applied Public Health, effective Jan ‘08
- Website created to increase awareness of CPHAZ and public health initiatives and to widely disseminate public health information
- Steering committee established
- External launch of CHPAZ
- Core CPHAZ personnel relocated to renovated McNabb House

**Milestones 2009-2010**

- Establish CPHAZ as the ‘go-to’ place for information on public health and zoonoses
- Establish advisory committees
- Identify priority areas for collaborative public health research, devise research projects and secure funds to conduct the research
- Develop regular seminar series to provide a forum for discussing relevant public health initiatives

**E. Masters of Public Health**

The Masters of Public Health (MPH) [http://www.ovc.uoguelph.ca/mph/](http://www.ovc.uoguelph.ca/mph/) is a two year, year round program. This program has required the development of nine new courses. The first group of seven full-time and four part-time students is completing their first year of their program. They are currently working in their practicum placements. The faculty have delivered the first year of courses, and we have completed a review of the courses and the program as a whole. By May 2010, the final four new courses will have been delivered and the first cohort of students will graduate. In May 2010, we will undertake a review all of the new courses and the complete program. This review will include focus groups with the students, faculty and practicum advisors. In May 2011, we will also gather information from our graduates who will have been out of the program for one year. That evaluation will enable us to determine how well the program is meeting the needs of their new careers.

There is a need and opportunity for graduate veterinarians to apply their skills to public health. One way to enable this is to educate DVM's in the MPH program. OMAFRA has provided
stipends for eight veterinarians to complete the MPH program. Next year, we will launch a marketing campaign to encourage DVM's to apply to the MPH program.

Although the OVC has collectively been doing significant amounts of research in Public Health for many years, we did not previously have sufficient faculty to deliver a world-class MPH program. We will hire a contractually limited faculty member to deliver the two communications and leadership courses and the practicum course and develop ecosystem/public health research program.

Milestones Complete

- Developed new degree program including course offerings, engaged faculty to become involved in course coordination
- MPH: Senate approval received; first students enrolled; new courses developed and faculty enlisted to deliver material, practicum placements organized; renovations completed to provide desk spaces for graduate students
- MPPH approved by OCSG

Milestones 2009-2010

- Obtain external funding to support graduate students
- Create more links with public health agencies for practicum placements
- Develop marketing plan to increase numbers of veterinarians as graduate students in the program using the funding for eight veterinarians from OMAFRA
- Complete staffing and curriculum through second year
- Hire OMAFRA-funded contractually limited faculty in public/ecosystem health
- Evaluate outcomes

F. Institute for Comparative Cancer Investigation

The University of Guelph Institute for Comparative Cancer Investigation (ICCI) [http://www.ovc.uoguelph.ca/icci/](http://www.ovc.uoguelph.ca/icci/) will provide comprehensive cancer care for animals through the Animal Cancer Centre, expand interdisciplinary cancer research across the university and train future cancer healthcare specialists and cancer scientists. Evidence-based discoveries will benefit both people and animals.

ICCI captures the University’s growing capacity for research and training in cancer studies. In both humans and animals, cancer is primarily a disease of aging populations. Companion animal cancers now account for approximately one-third of the caseload in the OVCHSC. The ICCI will further our mission to improve companion animal health and promote interdisciplinary research while training future generations of cancer clinical specialists and biologists. This Institute will build on existing expertise at U of G in both clinical care and basic cancer biology.

The Animal Cancer Centre (ACC) will provide health care, education and clinically-based research. As a part of the OVCHSC, it will be a full-service, multi-disciplinary facility and will include diagnostic and treatment rooms, client counseling space and clinical research laboratories. It
will provide an enhanced clinical research base to complement the graduate programs in Cancer Biology, as well as DVSc and postdoctoral training opportunities.

The ICCI includes a network of cancer investigators from OVC and across the University. The initiative will enhance co-ordination of cancer biology expertise by working to develop a new interdisciplinary graduate program in Cancer Biology.

**Milestones Complete**
- Recruit advisory group members and initial committee activities
- Develop communications strategy, including ICCI website design and implementation
- Increase outreach to campus, sister institutions and referral clinics
- Recruit clinical oncologist
- Start first DVSc in clinical oncology, funded by Pet Trust
- Draft requirements for ACC facilities (through Infrastructure Ontario initiative)
- Held second annual ICCI research conference on campus

**Milestones 2009-2010**
- Continue development plans
- Start full-time undergraduate DVM 4th year oncology rotations
- Appoint Co-Directors for 5-year term
- See ACC initiative (above) for additional milestones

**G. Collaborative Graduate Program in Neuroscience**

The Collaborative Graduate Program in Neuroscience [http://www.ovc.uoguelph.ca/biom/collabgrad/neuroscience/](http://www.ovc.uoguelph.ca/biom/collabgrad/neuroscience/) provides a specialization for students engaged in research in the rapidly expanding field of neuroscience, by permitting students to combine their departmental degree program with multidisciplinary exposure to the field of neuroscience. This unique combination of multidisciplinary studies provides students with the best possible foundation for academic careers in neuroscience and related areas. The program includes participation from faculty in the following departments: Biomedical Science, Clinical Studies, Human Health and Nutritional Sciences, Integrative Biology, Molecular and Cellular Biology, Psychology and Animal and Poultry Science.

The creation of a Collaborative Graduate Program in Neuroscience allows students the opportunity to complete MSc and PhD degrees in Neuroscience. This intercollegiate university program is an effort involving collaboration across three colleges: College of Social and Applied Human Sciences, College of Biomedical Science and the OVC.

**Milestones Complete**
- Site visit by the Ontario Council of Graduate Studies (OCGS)
- Approval by OCGS as a field of study within Department of Biomedical Sciences
- Submitted proposal to University to develop intercollegiate graduate program
Milestones 2009-2010

- Enroll first cohort of neuroscience graduate students summer/fall
- Development of website

**H. Research**

While research has always been a fundamental part of OVC, the Associate Dean, Research and Innovation has recently undertaken a complete review of all College research activities. The Associate Dean and the Research Committee will identify the current and emerging research strengths of OVC in order to sustain areas of research focus and identify new revenue sources. Defined criteria for programs of research excellence include uniqueness, quality and stature, productivity and capacity building. OVC will also work to create an attractive research environment and investigate other incentives in order to attract, retain and sustain talented researchers. OVC will identify new revenue sources through a number of avenues such as international collaboration and commercialization.

Milestones 2009-2010

- Complete identification of areas of research focus
- Explore options for research incentives
- Identify new opportunities for international research collaboration
- Encourage participation in industry research partnerships

**I. Graduate Student Enrolment**

Attracting graduate students is a top priority for the University and for OVC. OVC will continue to explore ways to work with faculty and students to find additional funding for graduate students and to meet and/or exceed graduate student enrolment targets.

Milestones 2009-2010

- Explore new course-based MSc programs
- Publicize new graduate funding opportunities
- Develop program to inform students of scholarship opportunities

**J. Maximizing Learning**

Maximizing learning includes developing outreach and recruitment strategies to address the diversity and accessibility of veterinary education in Ontario; assessing our veterinary and graduate students’ engagement in their learning; and building or expanding facilities for learning, teaching animal housing, advanced learning technologies and the recording, collecting and preservation of our 150-year history.

1. **Optimize Use of OVC Learning Commons**

With all areas of campus looking for cost savings, the Library will remove books and Library services from the OVC Learning Commons. OVC is working with the Library to ensure that the
disruption to students, faculty and staff is minimized and that appropriate alternative arrangements for research and study are made.

OVC now has the opportunity to optimize the Learning Commons to promote group discussion and learning for students and for continuing education. The Learning Commons is part of the overall Master Plan developed in the fall of 2008. First steps will be planned through consultation with students and others to determine the most appropriate and best uses of the space.

**Milestones Complete**
- Create communication plan with the Library to inform OVC community about the changes
- Conduct meeting for students, faculty, staff on the changes to obtain feedback/comments

**Milestones 2009-2010**
- Review Master Plan and work with architects to determine what can be done in the short term.
- Develop plan for consultation
- Conduct consultation
- Create plan to implement changes for coming academic year

2. **OVC’s 150th Anniversary**

Planning is underway for OVC’s 150th anniversary in 2012. A four-year cycle of symposia with the title VetMedEvolution: Animals, People and the Environment is planned. The initial symposium, Changing Lives . . . Women in Veterinary Medicine, was held in May, 2009 and attendance and interest exceeded expectations. Coming symposia include:

- Changing Cultures . . . Veterinary Medicine in Literature
- Changing Roles of Animals in Society . . . Human-Animal Bond
- Changing the Globe . . . International Veterinary Medicine.

**Milestones Complete**
- 150th committee created
- Initial symposium of series of four completed
- Planning for 2010 symposium initiated

**Milestones 2009-2010**
- Plan and carry out the 2011 Symposium on Veterinary Medicine and Literature
- Create complete plan for 2012 celebrations
- Determine resources needed; identify funding
3. Rural Community Veterinarians

OMAFRA has provided funding for OVC to develop a proposal to attract, enroll and train rural community veterinarians. One of the key objectives of this initiative is to develop admission strategies specifically designed for veterinarians working with food animals. In addition, focus will be placed on establishing an enhanced curriculum for student veterinarians who intend to work in rural communities, as well as for those who identify international veterinary medicine as a career goal.

Milestones 2009-2010
- Develop proposal for training students for rural community veterinarian practice

4. Increasing our Diversity

As the only veterinary college in Ontario, it is critical that there are no real or perceived barriers to potential OVC applicants from diverse backgrounds. The current veterinary student population does not reflect the ethnic diversity of Ontario’s population and the percentage of women students is approximately 89%, which reflects the gender percentage of our applicant pool, but not the population.

A number of key diversity activities are underway including conducting focus groups of current veterinarians and veterinary students from a variety of communities, promoting OVC tours for prospective minority students at recruitment events, in university student newspapers and at special events (e.g. College Royal), working with the U of G aboriginal student club on initiatives, creating and distributing materials that reflect multiculturalism to minority BSc students and to ethnocultural student clubs/groups and career counselors at key Ontario universities, liaising with independent schools serving minority communities and public schools in multicultural areas, promoting the DVM program in Ontario student media in universities with large visible minority populations and developing a network of minority alumni and veterinarians.

Milestones 2009-2010
- Make progress towards 2012 milestones, which are:
  1. The overall percentage of students from visible minorities in the student body will be similar to the Ontario population
  2. The percentage of men in the student population will increase by 10%

5. Engaging Students in their Learning

At the undergraduate and graduate levels, teaching and learning are inseparable activities in the educational mission of the College. Although we regularly assess curricular inputs, we have not routinely assessed students’ engagement in their learning. In March 2007, we administered the Graduate and Professional Student Survey to our veterinary and graduate students. The survey assessed: satisfaction with the program; quality of interactions with faculty and fellow students; satisfaction with their course of study, program and department support provided to them; debt load and financial support; availability of university resources and overall quality of student life. The initial results are generally positive; however, there are several areas related to advising and to skills
enhancement provided by the curriculum that could be improved. This initiative will be led by the Associate Dean for Student Affairs.

Milestones Complete
- Survey results analyzed and interpreted
- Survey results presented to appropriate groups for discussion and action
- Set minimum satisfaction levels to be achieved in all categories; administer survey annually; include in our outcomes assessment reports for accreditation

Milestones 2009-2010
- Annual assessment of survey results against minimum desired standards
- Publicize to OVC Community and take required actions if there is a gap


The College-wide Digital Library will contain images, radiographs, lab data and sounds. It will allow faculty to video-access the material to develop curricular materials. We will collaborate with the U of G Library and Computing and Communications Services, including: storage space, software access, technical support and a summer student to assist in the development of the library.

Milestones Complete
- System purchased and implemented

Milestones 2009-2010
- Purchase new, user-friendly software for computer interface to link existing databases of teaching material through co-funding with Learning Enhancement Fund
- Develop teaching modules

7. Learning Space /Clinical Skills Facility (Barn 37)

Two agencies require us to house teaching and research animals separately from hospital patients; the Canadian Council on Animal Care and the AVMA/CVMA. Thus, all teaching animals must be removed from the hospital and a plan in place for their permanent housing.

Barn 37 will be renovated into a modern teaching space that houses cattle, sheep and horses and provides appropriate handling facilities. We will consolidate large teaching animals into one facility for efficient care and effective teaching. Barn 37 is currently used to house teaching cattle and sheep. The necessary structural renovations to Barn 37 will be made to meet animal care guidelines – especially for horses and teaching needs.

Milestones Complete
- Teaching and research animals housed separately from client animals in Hospital by Summer, 2008
- Plan in place for renovations to Barn 37
Milestones 2009-2010

- Complete large animal clinical skills facility with OMAFRA funding

8. Historic Building Preservation

Built in 1922, the OVC building is an important, iconic facility on campus. It is important to preserve history both in terms of the legacy of the OVC and its physical building. Our historical building is in the early stages of restoration – taking it back to its ‘glory days.’

The front stone staircase was restored and the roof soffits repaired. We have asked for old photographs of the building as reference and are soliciting alumni classes for fundraising assistance with various stages of the restoration effort.

Milestones Complete

- Front stone staircase restored; carpeting in main hallway replaced
- Interior design completed for CAV Barker Museum boardroom

Milestones 2009-2010

- Deans Gallery project complete - portraits of the 10 Deans showcased in museum
- Artwork displayed
- Bronze hand rail added to staircase
- Stained glass project complete (replacing glass wall in dean’s suite)
- Remove drop ceiling to expose lost architectural detail
APPENDIX 1: OVC Initiatives categorized by the U of G planning themes specified in the University Integrated Plan

Health, Food and Well-being
- Increase effectiveness and importance of public health within the DVM program
- Continue development of University of Guelph Centre for Public Health and Zoonoses
- Further develop the MPH program
- Continue development of University of Guelph Institute for Comparative Cancer Investigation (ICCI)
- Build and equip new building for Pathobiology, Animal Health Laboratory
- Construct Hills Pet Nutrition Primary Healthcare Facility
- Construct Equine Performance and Reproduction Centre
- Create and develop OVC Health Sciences Centre

Environmental Impact and Risk
- Operationalize the University of Guelph Centre for Public Health and Zoonoses
- Operationalize the University of Guelph Institute for Comparative Cancer Investigation
- Construct the Hills Pet Nutrition Primary Healthcare Facility
- Create OVC Health Sciences Centre

Global Engagement and Internationalism
- Continue development of University of Guelph Centre for Public Health and Zoonoses
- Continue development of University of Guelph Institute for Comparative Cancer Investigation
- Construct Hills Pet Nutrition Primary Healthcare facility
- Construct Equine Performance and Reproduction Centre
- Maximize Learning Initiative
- Research focus

Cultural Change and Continuity
- Continue development of University of Guelph Centre for Public Health and Zoonoses
- Construct the Hills Pet Nutrition Primary Healthcare Facility
- Maximize Learning Initiative
- Create and develop OVC Health Sciences Centre

Enhancing Teaching and Learning
- Maintain Accreditation; retention of faculty and faculty positions
- Operationalize the University of Guelph Centre for Public Health and Zoonoses
- Operationalize the University of Guelph Institute for Comparative Cancer Investigation
- Create OVC Health Sciences Centre
- Develop Companion Animal Primary Healthcare initiative
- Maximize Learning Initiative
- Construct Equine Performance and Reproduction Centre
- Further develop the MPH program
- Enroll increased number of graduate students