The Ontario Veterinary College (OVC), with its rich history of excellence in innovation, education and service, is continually pushing the boundaries of veterinary medicine, including One Health. Our success has been made possible because of the foundation of discovery and excellence built by those who have come before us. This success continues today through the passion and skill of our exceptional students, staff and faculty. None of this would be possible without the humbling commitment of our many stakeholders and supporters. For those of us who are members of the OVC community today, it is our job to celebrate our past and build the OVC of the future.

We are guided by the strategic renewal themes of the University of Guelph, and particularly by the University’s tagline: Improve Life. If there was ever a statement that encompassed what we do here at OVC, it is to improve life by creating healthier futures for animals, people and the environment.

Over the past year, we have brought together staff, faculty, students and external stakeholders to identify emerging needs in our local and global community and seek the most significant ways that OVC can make a difference.

We’ve established five strategic areas that will focus our energy and resources for the next five years. While we are still working hard on all of the other important things we do, we are targeting some areas for particular growth, both internal and external.

1. Learning Pathways: Enhancing the Student Experience
2. Innovation and Discovery: One Health Research Leadership
3. Vet Med Ed 2.0: A New World of Instructional Technology
4. Our Impact: Influencing Societal Change
5. The Power of People: Enhancing Workplace Culture and Recruiting the Very Best

We’re pleased to share our vision for OVC’s future and invite you to be a part of that future.

When we work together, we can all Improve Life.

Sincerely,

Jeff Wichtel
Dean, Ontario Veterinary College
Our Vision
To be a world leader in integrating the health of animals, people and the environment 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 Values
Through this strategic planning process, OVC is committed to a set of core values to guide our activities and achieve our mission and vision:

• Ensuring trust by acting with integrity and transparency
• Continually pursuing excellence
• Inspiring a lifelong commitment to learning and growth
• Creating an inclusive community based on collaboration, respect and compassion
• Fostering innovation and entrepreneurship
• Maintaining relevance and sustainability through adaptability

We also look to the guiding strategic themes established by the University of Guelph in its strategic renewal process:

• Inspiring Learning and Inquiry
• Catalyzing Discovery and Change
• Connecting Communities
• Stewarding Valued Resources
• Nurturing a Distinctive University Culture
The Ontario Veterinary College, established in 1862 in Toronto, is the oldest veterinary college in Canada and the United States. One of the founding colleges of the University of Guelph, OVC is the only veterinary college in Ontario and it is an integral part of one of Canada’s most highly regarded comprehensive universities. Our graduates are proven leaders and scholars, having high impact in the field of veterinary medicine and research. They build their careers in universities, private practices, industry, government and other organizations around the world.

The College is comprised of four academic departments: Biomedical Sciences; Clinical Studies; Pathobiology; and Population Medicine. It is also home to the OVC Health Sciences Centre (OVC HSC) which is the hands-on training ground for our student veterinarians and offers world-class patient care in a wide range of specialty areas for both companion and large animals.

There are several dynamic research centres in OVC, including the Institute for Comparative Cancer Investigation (ICCI); the Centre for Cardiovascular Investigations (CCIV); the Centre for Public Health and Zoonoses (CPHAZ); and the Campbell Centre for the Study of Animal Welfare (CCSAW). The College is also home to Equine Guelph, dedicated to improving the health and well-being of horses, and to OVC Pet Trust, dedicated to helping the pets we love, live longer healthier lives. We are leaders in several thriving research networks, including Dairy at Guelph, the Poultry Health Research Network, the Swine Health Research Network and the Comparative and Translational Regenerative Medicine Network.

OVC is fully accredited by the Council on Education of the American Veterinary Medical Association (AVMA) and the Canadian Veterinary Medical Association (CVMA). In 2016, we were successful in renewing our full accreditation status for the next seven-year term.
With an international reputation for leadership in veterinary medicine, we recognize that our graduates are entering a global community that has evolved and expanded, creating new scopes of practice and career opportunities. We will ensure our graduates are career-ready, entrepreneurial, and on the leading edge of veterinary science and medicine.

Over the next five years, OVC will excel in preparing all our graduates for diverse career opportunities by expanding our collaborative educational offerings to allow them to be leaders in the corporate and public sectors, biomedical research, technology and entrepreneurship. Our BSc, DVM and graduate programs will continue to be learner-centered and will evolve to include career-oriented, hands-on curricular and co-curricular learning opportunities with an emphasis on lifelong learning that facilitates career transitions.

As part of our Healthy Futures Strategic Plan, OVC will establish a Learning Pathways Office that will provide students with guidance right from their first contact with the college through to becoming OVC alumni. We will continue to regularly assess and evolve our curricula to ensure optimization of career support throughout the student and graduate experience at and beyond OVC, including a mentorship program and curricular and co-curricular skills development opportunities. In addition, we will create a co-curricular transcript that addresses skills, knowledge and attitudes related to career readiness.

Our students will feel supported throughout their learning journey and be ready for the breadth of opportunities presented to them as they graduate.

Key Objectives:

• OVC will be recognized as the school that best prepares all our graduates for their future careers
• Graduates from our BSc, DVM and graduate programs will be career-ready and feel confident in embracing the range of opportunities available to them
• Employers will be highly satisfied with the quality of our graduates
Our world is undeniably interconnected; animal, human and environmental systems are intrinsically linked and issues that affect one area can have lasting, and sometimes devastating impacts, on the health of others.

OVC champions the critical roles that animal health and veterinary medicine play in One Health. The development and impact of the Centre for Public Health and Zoonoses, as well as translational clinical research from the Institute for Comparative Cancer Investigation and the Centre for Cardiovascular Investigations, are impressive examples of OVC’s considerable strength in the areas of zoonotic disease prevention and control, and in translational medicine.

As part of the OVC Healthy Futures Strategic Plan, we will be recognized in the scientific community as a leader in One Health approaches to addressing critical local and global health issues. OVC will leverage our existing research strengths, specifically in areas of zoonotic disease, public health, translational discovery, and the human-animal bond, capitalizing on the synergies between these expanding research programs and our student learning pathways.

Key Objectives:

- Strengthen partnerships and collaborations on campus and with other research institutions
- Increase our global presence through publications, communications, symposia and commercialization of One Health research
- Enhance collaboration, partnerships and networks with health authorities, industry and academia to expand our capacity in One Health research
- Engage and train more students in One Health fields through expanded programs, courses and financial support
- Increase recruitment of, and collaborations with, other talented One Health researchers

As stated by the American Veterinary Medical Association: “veterinary medicine is the only profession that routinely operates at the interface of the three components of One Health.”

One Health is the term applied to the connections among the health of humans, animals and the environment. OVC has taken this approach to much of our research work for many years. Formalizing our leadership in this area is a step towards becoming an internationally-recognized champion for the veterinary science link in One Health research.
Technology can improve many aspects of learning, and will increasingly be integrated into our graduates’ future careers. An investment in our classroom spaces and learning technologies will prepare our students for that future. OVC will continually ask “How can new technologies best support teaching and learning in the College?”

We will develop and adopt state-of-the-art, sustainable facilities that are technologically optimized for learning, research and clinical care. Through updates to facilities, technology and infrastructure, and training faculty on incorporating these new technologies in their pedagogical approaches, OVC will modernize the student learning experience.

Student confidence and ability will be increased, particularly in their psychomotor skills, through use of simulation and virtual reality technologies in clinical and surgical techniques. This tactile, simulation-based learning allows students to focus on repeating and mastering skills in a low-risk environment, with experiential learning outcomes being achieved more quickly and more consistently.

Key Objectives:
• Support student learning through advanced technology in classrooms and teaching spaces
• Improve student confidence and competence through use of state-of-the-art teaching technologies, including simulator and virtual reality capabilities
OVC will be the source for societally relevant expertise and innovative solutions in veterinary medicine and One Health in Canada and beyond.

With so much information available these days, how can facts be effectively gathered and informed decisions made? Decisions at regional, national and global levels are ideally made through well-informed government policy, and that means organizations like OVC must ensure that the right information is in the hands of those making the decisions. Individuals similarly need high quality information to make decisions around health for their own animals as well as themselves. To create valuable, consistent and current communications with external stakeholders, OVC will build on both internal and external communications strengths to ensure we are sharing and celebrating the important research, education and clinical activity taking place on our campus.

As part of our Strategic Plan, we will enhance our public outreach and communication, and continue to raise the profile of our people, programs and leading-edge research. Through a variety of outreach opportunities, we will increasingly be seen as a critical source for science-based information that informs public policy.

Great communication starts at the heart of the action and to this end, OVC will create a communications hub to support the effective sharing of information across our campus, encouraging consistent and timely communications and improved collaboration.

Key Objectives:

- Strengthen OVC’s internal communications structure to encourage collaborative, efficient and timely communication
- Increase OVC involvement in relevant government and industry discussion and decisions related to veterinary medicine and One Health
- Increase our presence in media, highlighting OVC’s world-class research, clinical activities and expertise in veterinary medicine and One Health

OVC IMPACT:

INFLUENCING
SOCIETAL CHANGE
OVC has long recognized that people are our most valuable resource. Our overall success as a college is a direct result of an energized staff who feel professional satisfaction and institutional pride. Our Strategic Plan identifies a supportive, inclusive, healthy workplace culture and improved recruitment of highly skilled specialists as critical to our college now and in the future. We are inspired and guided by the University of Guelph’s strategic renewal framework that touches on aspects of our Power of People initiatives across nearly every one of its strategic themes:

**Inspiring Learning and Inquiry** – Support the education and well-being of the whole person

**Nurturing a Distinctive University Culture** – Work together openly, respectfully and inclusively

**Catalyzing Discovery and Change** – Recruit and retain top innovative talent

**Connecting Communities** – Provide vibrant campuses that are inclusive and respectful, where everyone is valued

As part of our Power of People critical strategic initiative, OVC will continue building a working environment that is collaborative, respectful, inclusive and engaged. OVC will be a thriving workplace that competes for and retains the very best. We will be a destination employer for this and the next generation, with a strong sense of community and connection.

Working with partners to develop strategies for a healthy, positive and engaging environment, OVC will be a workplace that values integrity, equity, diversity and health; provide a high level of satisfaction among staff, faculty and clinicians; be a model for our students as they enter the workplace, and create a supportive experience for external clients interacting with the OVC community. We will be an employer of choice now and in the future.

**Key Objectives:**

- Strengthen organizational health and enhance workplace culture
- Ensure an environment with a sound value system
- Attract and retain the very best talent
Next Steps

OVC is ready to take the next step in our journey towards ensuring a healthy future for animals, humans and the environment. We hope you’ll join us and we look forward to reporting back to you on our progress and commitment to Improving Life.

To keep up with OVC’s Healthy Futures Strategic Plan activities and achievements, please visit our website:

www.OVCstratplan.ca
To meet the challenges we face on this planet, the status quo is no longer enough. The future of life as we know it is uncertain. There is no sole solution, no one technology, no single game-changer; what’s required instead is collaboration, research that crosses boundaries (natural, artificial and social) and solutions that mirror the complex eco-system of sustainable living. From how we feed the world and preserve its nature to how we live, interact and thrive in our communities and businesses here at home, we must continue to evolve. We must improve.

The University of Guelph, and everyone who studies here, explores here, teaches here and works here is committed to that simple purpose: To Improve Life.

We improve life by focusing on the whole person to shape better citizens of the world. We improve life by passionately engaging in our communities. We improve life through rigorous exploration in the natural sciences. We improve life by finding better ways to nourish all living creatures. We improve life by partnering in and teaching ethical, sustainable business practices. We improve life by teaching the arts and integrating culture into all fields of study. We improve life by engineering solutions that safely connect humankind to this planet and perhaps beyond. We improve life by nurturing positive and respectful social interaction on this campus. We improve life by openly celebrating our capacity to be inclusive.

We improve life by attracting and supporting students, faculty, and staff who share the belief, the passion and the will to do so.

To improve life is our shared challenge. What role will you play? How will you participate locally, nationally and globally? What will you achieve before you leave? What will you achieve after you leave? How will you help us tell the world?

At the University of Guelph, our focus on life has run deep for over 150 years. Today we commit again to improving it for the future.