

10-YEAR WORKING VISION

Be the vibrant, sustainable, and resilient CVM by 2033 so that we can impact the world.

Measurement: financial sustainability, decreased turnover, application numbers, engagement survey

	ENGAGEMENT OF PEOPLE Goal Owner: Elizabeth Martinez-Podolsky	PARTNERSHIPS + CONSTITUENTS Goal Owner: Juli Ponder	INFRASTRUCTURE Goal Owner: Chris Dillon
<p>VISION To be a global leader in advancing education, health, and research at the interface of animals, humans, and the environment.</p>	<p>Goal(s) 3 Years</p> <ul style="list-style-type: none"> • Create a vibrant environment where our people have a strong sense of belonging and CVM pride in work and learning. <p>Measurement: <i>Current data and tools: engagement of people lens, climate, alumni surveys, recruitment, turnover / retention, annual reviews, stay interviews, promoter index (new), focus groups</i></p>	<p>Goal(s) 3 Years</p> <ul style="list-style-type: none"> • Advance our external relationships to allow new ways to deliver our mission to meet the needs of tomorrow. <p>Measurement: <i>Ability to articulate key collegiate partnerships and constituents (inc. DEI), written collegiate partnership plan and strategy, advancement of partnerships (quality and depth), value of partnership to CVM (monetary, reputation, alignment to mission)</i></p>	<p>Goal(s) 3 Years</p> <ul style="list-style-type: none"> • Modernize and prepare our physical infrastructure, resources, and processes for the future. <p>Measurement: <i>\$\$ invested in physical space, process tools, sq footage remodeled, units served/# of people effected, aesthetic / feel, systems/process evaluation – time to complete task, errors occurred, accessibility sq footage, collaborative sq footage.</i></p>
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<p>MISSION Build a globally diverse and inclusive community to improve the health of animals, humans, and the environment.</p>	<p>Strategies 12-18 Months</p> <ul style="list-style-type: none"> • Create realistic expectations and provide support to potentiate individual and team success in alignment with the college mission. (ERIN ROYSTER) • Support a growth mindset through increased emphasis on professional development and mentorship. (TRACY HILL) • Create spaces and opportunities for enhancing community, collaboration and problem-solving. (SCOTT MADILL) • Dedicate time and support to individual, team and college wide literacy and application for DEI to create transformative change. (ERIN BURTON) 	<p>Strategies 12-18 Months</p> <ul style="list-style-type: none"> • Conduct a gap analysis of CVM partnerships, including current relationships and expansion opportunities / needs. (MINDY MEANS) • Define partnership levels and management strategies at each level. (LAUREN CRAFT) • Identify and eliminate barriers to effective partnerships. (SHANNON KASPERSON) 	<p>Strategies 12-18 Months</p> <ul style="list-style-type: none"> • Develop metrics and norms for operational excellence and efficiency. (MOLLY MCCUE) • Evaluation and needs assessment for digital infrastructure, and systems. (JESSICA WACHTER) • Prioritize our needs and develop funding models. (ANNIE BRANAN) • Evaluation and needs assessment of buildings, spaces, and other physical infrastructure. (SCOTT MADILL)