## DATA GATHERING THEMES

### Research:
- Research Strengths + Opportunities (what should be the scope)
- Adapting Research Strengths to stay relevant for the future

The Strategic Planning Committee is requesting feedback related to the research component of the CVM mission. The goal of this focus group is to ascertain strengths, opportunities, and limitations that will be used to identify potential strategic objectives and goals.

When considering the survey questions, please try not to focus on the small details but larger concepts that pertain to facilitators and barriers for research success. Topics to consider include infrastructure, faculty/staff time/workload, institutional resources, creation and delivery of knowledge, multidisciplinary/collaborative networks, and innovative training of diverse learners.

1. What are our current core strengths that give the UMN CVM a competitive advantage/sets us apart from others?
   - Where should we focus, what are we uniquely suited to address?
   - What are the strengths that make this place attractive to you, keeps you here, and would help recruit/retain colleagues?

2. For this area of the CVM as you do horizon scanning for the future what are the opportunities/challenges in coming years?
   - What is unique and strategic that is not a current core strength, but we are positioned well to advance that should be fostered to maintain or make us leaders in a specific area in 5-10 years from now? (how we differentiate ourselves)
   - What are our limitations? Are there significant (internal or external) barriers or limitations (or threats) that need to be addressed in order for us to be successful in this area?

3. How can we compete differently? What can we learn from our peer institutions? What critical issues must we respond to?

4. Are there "big", "hard" or "out of the box" ideas that we might strategically tackle instead of being "all things to all people?"

5. What support and mentorship would strengthen success and satisfaction at the CVM?

6. What are the existing or potential partnerships or collaborations that are key to our success in this area?

### Education
- Core DVM curriculum
- Graduate curriculum (and MPH)
- Professional Development Curriculum (CE)
- Resident Training
- Student Recruiting, Admissions, Onboarding

The Strategic Planning Committee is requesting feedback related to the education component of the CVM mission. The goal of this focus group is to ascertain strengths, opportunities, and limitations that will be used to identify potential strategic objectives and goals.

We are conducting focus groups on behalf of the CVM Strategic Planning Committee to gather community input on strengths, limitations and opportunities that will inform the College’s Strategic Plan for the next 3 years. Each focus group is tasked with discussing a particular mission area or theme, and the theme of this group is the CVM's education mission. When thinking about this mission area, please consider our audiences of DVM students, graduate students and residents, as well as our continuing education audience (veterinarians). The education we provide through outreach and extension to other largely non-veterinary audiences will be considered separately. In addition, please consider factors related to the curriculum, modes of delivery, technology, the scholarship of teaching and learning, and educational supports. We also want to consider factors that impact student success and relate to other important values such as diversity and equity, including recruitment, admissions, mentorship/advising, and mental health.

Please keep in mind the goal of this process is to identify big, high-level, college-wide, strategic objectives. These objectives will relate up to the University’s MyPact 2025 System Wide Strategic Plan, and they will also inform department and unit level strategic planning for the next 3 years.
### Service Delivery:
- Small and large animal individual medicine
- Population medicine (epidemiology, public health, shelter medicine)
- Wildlife, Exotic, Zoo animals
- Veterinary Diagnostics Lab
- Strengths + Opportunities / Stop Doing

The Strategic Planning Committee is requesting feedback related to the service component of the CVM mission. The goal of this focus group is to ascertain strengths, opportunities, and limitations that will be used to identify potential strategic objectives and goals.

Clinical and diagnostic service provision is a critical mission of the CVM. Some areas are facing an increasingly competitive environment. In our subsequent discussion, please consider the various functions of clinical or diagnostic service delivery, including patient care, food animal production care, public health, teaching, clinical research, food animal production research and care environment.

### Operational Support:
- Operational efficiency (silos) – how do we “un-limit” ourselves
- Opportunities + Scope – where do we want to go? What is our next drive?

The Strategic Planning Committee is requesting feedback related to the operational support component of the CVM mission. The goal of this focus group is to ascertain strengths, opportunities, and limitations that will be used to identify potential strategic objectives and goals.

Administrative and financial support functions are critical for units, faculty, staff and students in meeting the teaching, research, service and outreach needs for the college. As we start our discussions, consider that capacity and ways of providing this support may need to adjust. Don’t feel constrained by current structures and think about technology or organizational opportunities that could improve operational efficiency and support.

### Outreach/Extension (Land Grant Mission)

#### Service to Broader Community:
- Local/Regional
- National/International

The Strategic Planning Committee is requesting feedback related to the outreach and extension component of the CVM mission. The goal of this focus group is to ascertain strengths, opportunities, and limitations that will be used to identify potential strategic objectives and goals.

As a land grant university, outreach and extension to our community are inherent in our mission. Successful outreach is what connects us to our community locally, nationally and globally, and establishes the value of what we do in the eyes of our stakeholders. Thus, it is an essential element that supports the other mission areas of the CVM. When thinking about outreach and extension in the context of strategic planning, you might consider the diversity of our audiences, innovative ways to reach those audiences, strategic messages or content areas that advance our missions, and the operational or system supports that enable successful outreach. In our discussion, please keep in mind the goal is to think about how this mission area should influence decision-making processes at the collegiate and unit level.
The Strategic Planning Committee is requesting feedback related to the human resource recruitment, retention and engagement component of the CVM mission. The goal of this focus group is to ascertain strengths, opportunities, and limitations that will be used to identify potential strategic objectives and goals.

Culture can be considered from multiple perspectives but may be simply defined as "what is it like to work or learn here?". How do we recruit a diverse range of experience and identity and retain through creating and sustaining an equitable, inclusive environment? In our subsequent discussion, please consider these ideas as they relate to each question.

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<tr>
<th>Talent Resource Management (DEI, Recruitment and Talent Retention, Employee Engagement)</th>
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<tr>
<td>Talent: Recruitment + Retention</td>
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**NOTES:**
- How do we engage “newer” people on teams in areas we have traditionally gathered data from in the past. Needs to be a diverse group of people (new hires, experiences, tenure, industry, race, age, etc.). Cognizant of past, looking towards future.
- DEI, Recruitment/Retention/Engagement – should be incorporated throughout
- Systemwide strategic plan considerations – reflection and incorporation (cross-mapping)