

**AAVMC**

Association of American  
Veterinary Medical Colleges



# STRATEGIC PLAN

**TRUSTED LEADER  
VALUED PARTNER  
ADVANCING HEALTH**



# ABOUT THE AAVMC

The member institutions of the Association of American Veterinary Medical Colleges (AAVMC) promote and protect the health and wellbeing of people, animals and the environment by advancing the profession of veterinary medicine and preparing new generations of veterinarians to meet the evolving needs of a changing world.

Founded in 1966, the AAVMC represents more than 40,000 faculty, staff and students across the global academic veterinary medical community. Our member institutions include veterinary medical colleges and schools in the United States, Canada, Mexico, the Caribbean, the United Kingdom, Europe, Asia, Australia, and New Zealand as well as departments of veterinary science and departments of comparative medicine in the U.S.





# INTRODUCTION

Continuous improvement is imbedded within the culture of the AAVMC. But every few years, we more formally assess who we are as an organization, critically examine our present and future operating environments, and ask “how we can be better?”

This new strategic plan is the result of that effort. Hundreds of stakeholders were consulted and engaged throughout a year-long process. Preserving our established Analyze, Catalyze and Advocate operating paradigm but entirely reconceived, this new plan will guide us in the coming years.

The plan recasts our vision, mission, values and goals in a manner that positions us for success and impact in the rapidly changing world of veterinary medicine. It sets direction, organizes workflows and informs resource allocation to ensure organizational performance and accountability.

We are grateful to the many wise thinkers and strategists who helped create this plan. We believe it aligns us more precisely than ever before with the needs and expectations of our stakeholders. And we look forward to reaching new levels of performance and achievement in service to all.

# STRATEGIC FRAMEWORK

## VISION

Academic veterinary medicine is a trusted leader and valued partner in advancing health.

## MISSION

AAVMC inspires innovation and promotes excellence in academic veterinary medicine worldwide.

### **Analyze:**

Generate data-driven information that helps member institutions improve performance and plan for the future.

### **Catalyze:**

Ignite change throughout the academic veterinary medical community in order to shape the future of our profession.

### **Advocate:**

Protect, promote, and advance the interests of the academic veterinary medical community.





# VALUES

Our work is guided by five core values that inform our thinking and guide our actions.

## **Integrity:**

We uphold the highest ethical principles by being honest, transparent and accountable to our stakeholders.

## **Inclusion:**

We affirm the dignity and equity of all people and view collaboration as the cornerstone of successful relationships.

## **Service:**

We act in the collective best interest of the academic veterinary medical community in service to society.

## **Excellence:**

We strive to achieve the highest standards of excellence as we build a culture of continuous improvement.

## **Diversity:**

We embrace the fundamental virtue and strength of diversity in every dimension.

# GOALS & STRATEGIES

## 1

**Serve as the thought leader and primary advocate for academic veterinary medicine.**

- 1.1 Increase member engagement in shaping and advancing the work of AAVMC.
- 1.2 Increase awareness and understanding of AAVMC and the critical issues and opportunities facing academic veterinary medicine within veterinary medical education and health professions education communities.
- 1.3 Influence and advocate to promote the interests of academic veterinary medicine with key decisionmakers.

## 2

**Identify, inspire and recruit qualified and diverse applicants who will serve as the future veterinary medical workforce.**

- 2.1 Increase awareness of and interest in veterinary medical careers among pre-college age students.
  - 2.2 Build a robust applicant pool and enhance the diversity of applicants and matriculants to veterinary medical colleges.
  - 2.3 Provide guidance to member institutions as they navigate the changing legal landscape for admissions.
  - 2.4 Identify and reduce barriers that limit access to veterinary medical education for applicants from all backgrounds.





# 3

**Build a robust pipeline of future scholars and academic leaders for academic veterinary medicine and support them throughout their careers.**

3.1 Provide professional development opportunities to support faculty, academic staff and administrators in their dual roles as scholars and leaders.

3.2 Cultivate the development of leaders at all levels for the future of academic veterinary medicine.

3.3 Improve representation of all groups in academic veterinary medicine through programming in diversity, equity and inclusion.

3.4 Increase recruitment and retention of faculty and academic staff by supporting them in their professional progression and promotion.

# 4

**Advance teaching and learning to prepare students, faculty and academic staff for professional success in a wide variety of careers.**

4.1 Provide leadership for the transition to new models of veterinary medical education.

4.2 Promote a climate of wellbeing throughout academic veterinary medicine.

4.3 Assist member institutions in preparing students for success in a technology-enabled, team-based practice environment.

4.4 Foster a culture and provide mechanisms to support the sharing of educational resources among member institutions to enhance learning and improve financial sustainability of veterinary medical education.

# 5

**Foster discovery to improve the health and wellbeing of people, animals and the environment.**

5.1 Increase awareness of the contributions of veterinary medicine to advancing health.

5.2 Promote careers in veterinary and biomedical research among students, applicants and pre-applicants.

5.3 Increase awareness of funding for fellowships, research grants and early career grants.

5.4 Support engagement, sharing and collaboration among research administrators across member institutions.

# AAVMC PROGRAMS

AAVMC programs help achieve educational excellence, recruit high-quality professionals, enhance diversity in the profession, promote One Health, advance scientific research, advocate for public support, and foster leadership.

## Admissions & Recruitment

- Veterinary Medical College Application Service (VMCAS)
- Veterinary Medical School Admission Requirements (VMSAR)
- National Recruitment Strategy
- Profile of Admitted Students Program
- Student Recruitment and Annual Career Fair

## Fostering Educational Excellence

- Veterinary Educator Collaborative (VEC)
- Primary Care Veterinary Educators (PCVE)
- Competency Based Veterinary Education (CBVE)
- AAVMC Internship Guidelines

## Accreditation

- Program Support for Council on Education
- Consultation for Member and Candidate Institutions
- AAVMC/AVMA Partnership





## Conferences

- Annual Conference and Meeting
- AAVMC Summer Meeting
- Annual Deans Conference
- Veterinary Educator Collaborative (VEC)
- Primary Care Veterinary Educators (PCVE)
- National Veterinary Scholars Symposium

## International Scope & Engagement

- Council for International Veterinary Medical Education (CIVME)
- North American Veterinary Leadership Meeting (NAVLM)
- European Association of Establishments for Veterinary Education (EAEVE)
- Veterinary Schools of Australia and New Zealand (VSANZ)
- Veterinary Schools Council UK (VSC)
- International Student Experiences

## Journal of Veterinary Medical Education (JVME)

- Peer-reviewed Journal Serving Academic Veterinary Medicine
- Forum for Exchange of Ideas, Research and Discoveries in Veterinary Medical Education
- Print and Online Editions
- Internationally Distributed

## Diversity & Inclusion

- Iverson Bell Symposium (National and Regional)
- Patricia Lowrie Diversity Leadership Scholarship
- Climate Survey
- Diversity and Inclusion on Air Podcast

# AAVMC PROGRAMS

(CONTINUED)

## Professional Recognition Awards

- Distinguished Veterinary Teaching Award, Presented by Zoetis
- Excellence in Research Award
- Senator John Melcher, DVM Leadership in Public Policy Award
- Iverson Bell Award
- AAVMC President's Award for Meritorious Service
- AAVMC Communications Excellence Award
- AAVMC Excellence in Scholarship Fundraising Award

## Advocacy & Communications

- Congressional and Executive Agency Meetings
- Engagement with Issue & Advocacy Coalitions
- Advocacy Summit and Congressional Reception
- Veterinary Medicine Caucus
- Strategic Communications Program
- Public Policy Faculty Fellows Program

## Financial Resources & Planning

- Zoetis Veterinary Student Scholarship Program
- Cost Comparison Tool (CCT)
- Veterinary Debt Initiative
- AAVMC's Career Center
- Veterinary Career Advisor Network (VetCAN)
- Residency and Internship Salary Analysis and Trends

## Data Gathering & Analysis

- Comparative Data Report
- Advocacy Survey
- VMCAS Applicant Data
- Collaboration with AVMA Economics Division
- Institutional Research
- Fulfillment of Data Requests





## Wellbeing in the Academy & Profession

- Summits and Initiatives
- Collaboration with AVMA and Corporate Partners
- AAVMC's Veterinary Mental Health Practitioners (VMHP)

## Leadership Development Program

- Preparing Future Leaders for Academic Veterinary Medicine
- AAVMC Leadership Academy
- PennVet–Wharton Executive Veterinary Leadership Program

## Organizational Collaboration

- AVMA/AAVMC Joint Committee
- Association of Public & Land-Grant Universities (APLU)
- Association of American Veterinary Clinicians (AAVC)
- Consortium of Universities for Global Health (CUGH)
- Interprofessional Education Collaborative (IPEC)
- Human-Animal Bond Research Institute (HABRI)
- Association of Veterinary Advancement Professionals (AVAP)
- NAM Global Forum on Innovation in Health Professional Education
- Federation of Associations of Schools in the Health Professions (FASHP)

## One Health & Other Strategic Initiatives

- International One Health Coalition
- One Health Commission
- Antimicrobial Resistance Initiative
- Gene Editing Initiative



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