



FACULTY OF VETERINARY MEDICINE
strategic plan
2025 - 2030



A world where
animal, human, and
environmental health
thrives...



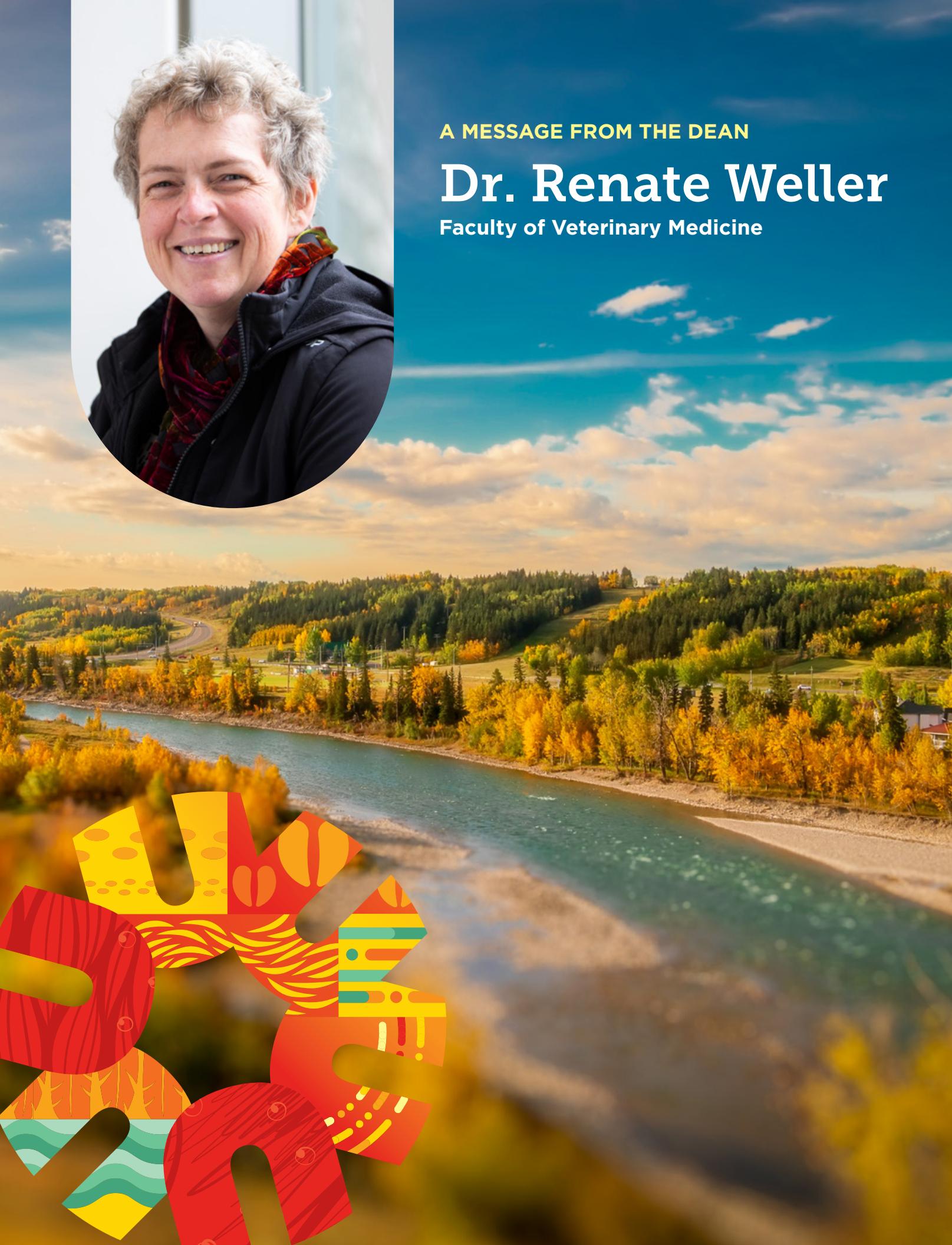
UNIVERSITY OF
CALGARY



A MESSAGE FROM THE DEAN

Dr. Renate Weller

Faculty of Veterinary Medicine



This strategic plan is not just a document.

It's a shared commitment – to who we are, where we're going, and how we'll get there... together.

As we present this new strategic plan for the University of Calgary Faculty of Veterinary Medicine (UCVM), I would like to reflect on the remarkable journey this faculty has taken and express gratitude to everyone who has contributed to the success of the faculty. In our previous strategic plan, we articulated our commitment to One Community, One Health—recognizing the interconnected nature of animal, human, and environmental health challenges. This vision has guided us through a period of significant growth and establishing UCVM as a leading veterinary faculty: UCVM now has risen dramatically from over 50th place in 2016 to 33rd globally in the QS World University Rankings for Veterinary Science in 2024.

The complex challenges we identified in 2017 have only grown more urgent and interconnected. Animal health plays a key role in today's most pressing challenges and addressing those is vital to secure society's economic, environmental and social sustainability. We take these responsibilities seriously and continue on our growth trajectory by increasing our programming, growing our research programs and expanding our clinical and diagnostic commitments to the community.

The development of this strategic plan has been truly collaborative. Through extensive consultation and fruitful conversations, we listened carefully to what our community told us about their aspirations, their challenges, and their vision for the future of veterinary medicine and animal health sciences. Like the Bow River that flows through Alberta's landscape, our strategic plan has been shaped by tributaries of insight, experience, and wisdom from across our community.

People-Oriented Culture recognizes that our greatest asset is our people—the talented and dedicated individuals who form our UCVM community. **Community Partnerships** acknowledges the complex challenges we face around animal health require collaborative solutions. **Transformative Impact** captures our commitment to driving meaningful change that advances animal, human, and environmental health. It represents our dedication to work that results in lasting positive change in the communities we serve.

As we embark on this journey, I want to acknowledge that achieving our vision—a world where animal, human, and environmental health thrives—will require all of us to embrace change, take risks, and sometimes step outside our comfort zones. It will demand that we continue to learn, adapt, and grow together as we respond to new challenges and opportunities.

The path ahead is ambitious and I am confident that together, we have the talent, passion, and commitment to make it a reality.

Dr. Renate Weller
Dean, Faculty of Veterinary Medicine
University of Calgary

Our Vision

A world where animal, human, and environmental health thrives.



Our Mission

Our mission is to serve the veterinary and animal health science needs of Alberta and beyond to the benefit of animals, humans, and the environment. We do this by:



Educating and inspiring people



Leading transdisciplinary research



Bringing clinical and diagnostic expertise to our communities



Being a positive place to learn, work, and contribute

Our Values

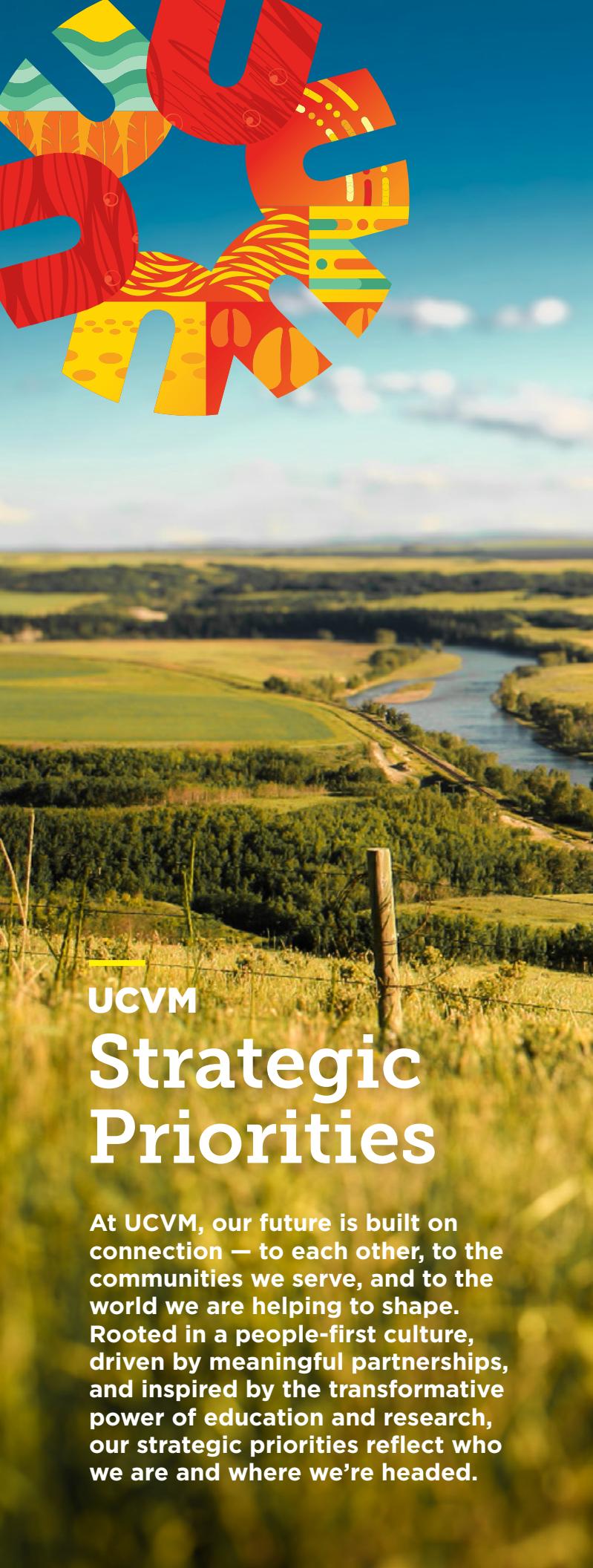
We strive for...

- Creativity and Innovation
- Excellence
- Partnerships
- Well-being, Inclusion, Diversity, Equity
- Truth & Reconciliation

We aim for...

- Integrity
- Kindness
- Respect
- Cooperation and Teamwork





UCVM Strategic Priorities

At UCVM, our future is built on connection — to each other, to the communities we serve, and to the world we are helping to shape. Rooted in a people-first culture, driven by meaningful partnerships, and inspired by the transformative power of education and research, our strategic priorities reflect who we are and where we're headed.



People-Oriented Culture

We will prioritize being a caring, supportive, and kind team who values all members of our community. We will create an environment where we all thrive and foster a culture of well-being and inclusivity and celebrate our successes together.



Community Partnerships

We will cultivate a diverse team that collaborates with communities to promote, generate, and deliver innovative and sustainable solutions to local, provincial, and global challenges.



Transformative Impact

We will build a transdisciplinary team that drives meaningful and innovative change advancing animal, human, and environmental health.

UCVM STRATEGIC PRIORITIES

People-Oriented Culture

We will prioritize being a caring, supportive, and kind team who values all members of our community. We will create an environment where we all thrive and foster a culture of well-being and inclusivity and celebrate our successes together.



OBJECTIVE P1

Actively build and reinforce our team-oriented culture by:

- » Continually reinforcing behaviour that is consistent with values
- » Cultivating a mutually-supportive and encouraging atmosphere
- » Nurturing a cooperative and synergistic environment that capitalizes on opportunities
- » Continuing to grow our team culture with purposeful timely reflection
- » Encouraging collaborative research
- » Enhancing our joint teaching in the new integrated curriculum
- » Ensuring fair distribution of service involvement

OBJECTIVE P2

Support the well-being of the UCVM team by:

- » Increasing awareness of and access to physical and mental health resources and well-being programs
- » Increasing employee engagement through well-being and teambuilding events
- » Providing learning opportunities that foster our commitment to well-being, inclusion, diversity, equity, Truth & Reconciliation, mental health, resilience, and other areas as needed.
- » Conducting regular checks on well-being and mental health within the UCVM workplace
- » Identifying anonymous, confidential, and safe reporting channels for all UCVM members



UCVM STRATEGIC PRIORITIES

People-Oriented Culture



OBJECTIVE P3

Promote lifelong learning, professional development, and fair career progression by:

- » Increasing awareness and number of offerings for lifelong learning
- » Providing funding, time and access for all our team to participate in learning opportunities
- » Building and strengthening the network of current students, trainees, and alumni to stimulate learning and information exchange
- » Equipping our graduates with the skills and attitudes needed for life-long learning and independent learning
- » Engaging in continuous critical (self) assessment of teaching, learning, and development
- » Providing support, training, and guidance for applicants, assessors and committee members, especially around tenure and promotion
- » Proactively identifying and enhancing career progression paths for faculty, staff, all students and post-doctoral scholars

OBJECTIVE P4

Enhance process support and efficiencies by:

- » Continuously striving to create clarity and common understanding by effectively communicating through appropriate channels
- » Optimizing synchronous and asynchronous digital tools usage
- » Working collaboratively to reduce administrative burden significantly through technology and process improvements
- » Continually identifying, reviewing, documenting, seeking feedback, and improving processes
- » Adopting a service-oriented approach toward all members of our community



OBJECTIVE P5

Ensure UCVM members have the infrastructure to thrive and reach their full potential by:

- » Taking a proactive approach to ensure sustainability of our current infrastructure
- » Actively working with UCVM members to identify and plan for future infrastructure and asset needs
- » Developing an intentional, responsible, shared, and coordinated approach to asset and infrastructure management
- » Encouraging sharing of assets and infrastructure within the UCVM team and other entities
- » Maximizing the revenue potential of our infrastructure and assets
- » Ensuring the best utilization of space and equipment
- » Ensuring equitable access to resources and space across the faculty



UCVM STRATEGIC PRIORITIES

Community Partnerships

We will cultivate a diverse team that collaborates with communities to promote, generate, and deliver innovative and sustainable solutions to local, provincial, and global challenges.



OBJECTIVE C1

Strengthen our community-based learning and advance future-focused, community-relevant programs by:

- » Providing students with access to workplace-based learning opportunities, including rural rotations and experiences
- » Ensuring high quality workplace-based learning through a robust assessment system and other quality assurance measures
- » Seeking funding to support workplace-based learning opportunities for everyone
- » Seeking more funding for student stipends, awards, and scholarships.
- » Committing to strengthening our relationships with the Distributed Veterinary Learning Community and working collaboratively with our community partners
- » Exploring the usefulness and feasibility of new programs including new undergraduate and postgraduate degree programs as well as continuing education courses
- » Continually scanning for emerging educational needs of Alberta and beyond

OBJECTIVE C2

Advance community engaged research, innovation, and programming by:

- » Seeking regular input from the community on challenges they are facing and opportunities they identify
- » Creating interactive knowledge mobilization initiatives
- » Increasing opportunities for community participation in research
- » Collaborating with the DVLC partners in clinical and educational research
- » Encouraging entrepreneurship, commercialization, and deployment of solutions



OBJECTIVE C3

Raise the UCVM profile through an extension of outreach

- » Providing state-of-the-art diagnostic services to Alberta communities through our Diagnostic Services Unit
- » Establishing a Community Care Veterinary Clinic to augment student learning and provide veterinary services to underserved communities
- » Continuing to offer outreach rotations to underserved communities
- » Increasing the opportunities for UCVM clinicians to practice veterinary medicine and support Alberta veterinary practices
- » Preparing graduates for careers in rural veterinary practice
- » Exploring the feasibility of tele-veterinary services to support rural Alberta



UCVM STRATEGIC PRIORITIES

Community Partnerships

U OBJECTIVE C4

Honor our commitments to Truth and Reconciliation, the UCalgary ii' taa'poh'to'p strategy, and the relationships established between Indigenous communities and the UCVM - Sokinaksinii (Blackfoot for place of healing) by:

- » Increasing Indigenous representation, awareness, and education within the faculty
- » Increasing respectful and meaningful interactions with Indigenous communities
- » Decreasing barriers to admission and increasing support for Indigenous students
- » Integrating Indigenous perspectives into the curriculum
- » Increasing our Indigenous youth outreach5. Objective: Community engaged research, innovation, and programming



U OBJECTIVE C5

Raise the UCVM's profile and awareness of UCVM's activities by:

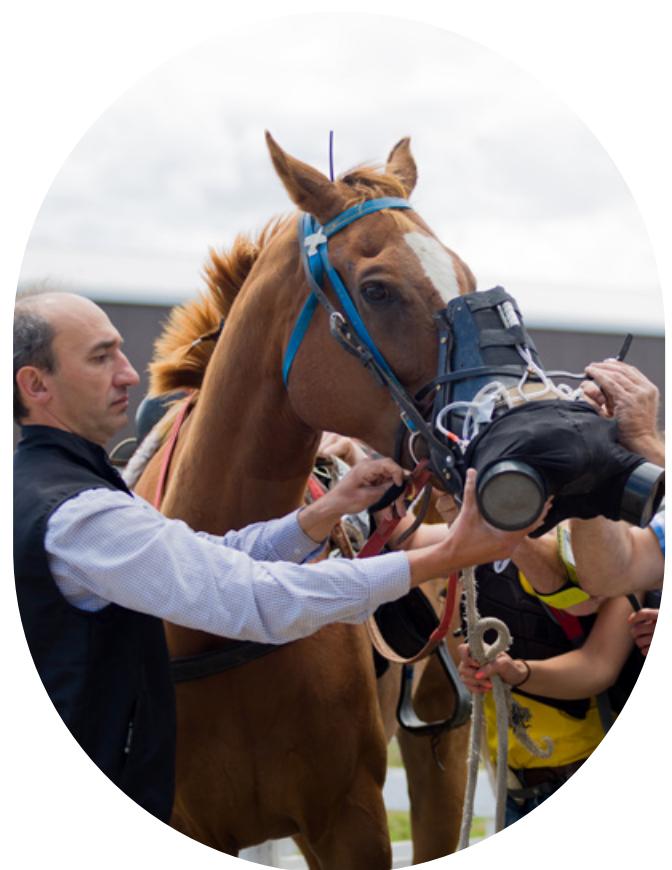
- » Increasing our outreach initiatives and contact points with the general public
- » Fostering collaborations and increasing the presence of UCVM on the University of Calgary campus
- » Engaging with the veterinary, agriculture, and science community in Alberta, Canada and beyond
- » Deepening our cooperation between UCVM, colleges, and other post-secondary institutions in Alberta
- » Intensifying our engagement with all levels of government, funding bodies, donors, industry, and other stakeholders
- » Engaging with primary and secondary schools in Alberta
- » Fostering alumni involvement with UCVM
- » Increasing our engagement with current and potential donors and other funding bodies
- » Actively seeking to increase the number of media requests and appearances
- » Increasing our social media presence



UCVM STRATEGIC PRIORITIES

Transformative Impact

We will build a transdisciplinary team that drives meaningful and innovative change advancing animal, human, and environmental health. .



OBJECTIVE T1

Deliver world-class programs that equip students with the foundations to build a successful career, and deliver transformative impact to the communities they serve by:

- » Ensuring programs equip graduates with the competencies to thrive in the workplaces of today and tomorrow
- » Deploying a curriculum that is future looking, based on best practice, continually informed by all our communities and falls within our accreditation framework
- » Embedding and reflecting on student feedback with a focus on student experience
- » Ensuring fair assessment of our students on the competencies required to join their chosen profession
- » Providing 'real-world' learning opportunities and connections to the workplace
- » Delivering an innovative, evidence-based curricula that encourages understanding and connection across topics and disciplines



OBJECTIVE T2

Make education more accessible, equitable, and inclusive by:

- » Implementing learner-centered, evidence-based education practices UCVM-wide to facilitate student success
- » Providing education, training, and support to all teachers for the provision of learner-centered and evidence-based educational practices
- » Building a culture of academic and staff participation in modern teaching and learning professional skill development
- » Providing adequate financial and non-financial support for graduate students, trainees, and post-doctoral scholars
- » Benchmarking current UCVM composition versus a representative population
- » Attracting students, staff, and faculty from diverse backgrounds including a review of current admission policies and recruitment processes



UCVM STRATEGIC PRIORITIES

Transformative Impact



OBJECTIVE T3

Provide comprehensive and sustainable diagnostics and disease surveillance to the province and beyond by:

- » Securing long-term, sustainable funding for the Diagnostic Services Unit
- » Promoting diagnostic innovation, translation, and implementation to serve community needs
- » Providing a competitive fee structure for diagnostic and disease surveillance
- » Increasing the number of research partnerships with the Diagnostic Services Unit
- » Ensuring that all Doctor of Veterinary Medicine students graduate with the ability to deliver diagnostics competently
- » Expanding the suite of diagnostic tests offered
- » Establishing a telepathology service to reach the whole province
- » Leveraging the advanced expertise of our UCVM veterinarians alongside the Diagnostic Services Unit

OBJECTIVE T4

Capitalize on synergistic opportunities within the UCVM and the University of Calgary by:

- » Integrating curricula that incorporate interprofessional learning opportunities
- » Providing opportunities for student engagement in research experiences
- » Having deans, associate deans, development, and all services (finance, HR, communications, etc) within and outside UCVM adopt a more integrated approach to taking on challenges and opportunities



OBJECTIVE T5

Conduct research that is excellent, transdisciplinary, future-focused, impactful, leverages strengths and assets, explores new opportunities, and is of societal relevance. We will do this by:

- » Increasing the number of collaborations with other faculties universities, research institutes, clinical practices (including the Distributed Learning Veterinary Community), Government & Non-Governmental Organizations, industry, and other members of our local and global stakeholder communities.
- » Increasing the number and size of team grants and engagement in University of Calgary transdisciplinary scholarships, awards, and other initiatives.
- » Working with other faculties to develop WA Ranches as a living laboratory and leverage it to attract research funding and transdisciplinary opportunities.
- » Increasing our research impact through excellence in both fundamental and translational research and the intersection between.



Like the Bow River shaped by time and purpose, the **University of Calgary Faculty of Veterinary Medicine (UCVM)** is deeply rooted in knowledge, care, and community. Now celebrating 20 years of impact, we honour the strong foundation that has guided our journey—anchored in collaboration, innovation, and a commitment to advancing animal and human health. Inspired by UCalgary's **Ahead of Tomorrow** vision, we stand ready to navigate new challenges and opportunities in animal and human health. Rising with determination and innovation, we flow forward—leading veterinary medicine toward a future where animals, people, and ecosystems thrive together.



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{healing}
Blackfoot